



Right Way to Live

Carrefour  

2025
SUSTAINABILITY
REPORT



Right Way To Live

Right Way for our Customers

We care about the well-being of our customers, monitor the activities of our suppliers to ensure product safety and quality and deliver the right products at accessible prices.

Right Way for our People

We prioritize occupational health and safety, operating with a zero workplace accident and occupational disease target.

We consider our human resource as our intellectual capital and promote organizational development to become the employer of choice and to offer equal opportunity.

Right Way for all our Stakeholders

We promote responsible production as a material topic and support local suppliers and products.

We see our suppliers as our partners, monitoring and supporting them in improving their sustainability performance.

We communicate with transparency, accountability and engagement in our stakeholder relations.

Right Way for the Environment

We embrace a zero waste approach and minimize waste generation, always striving to improve our recovery rates.

We follow the national and international agenda on tackling climate change and work to reduce greenhouse gas emissions at every stage of our value chain, starting with our stores.

We ensure that water is used efficiently.

We act diligently about our impact on biodiversity and plan our business models to conserve local fauna and flora.

As we develop our products and services, we assess their impact across the lifecycle and exercise environmental sensibility.

We consider tackling food waste as an integral part of our corporate social responsibility and collaborate with our stakeholders to eliminate food waste.

Right Way for Innovation and Digitalization

We place digitalization and innovation at the core of our activities and foster ideas and opinions on this matter.



*As we work toward our goal of offering the right products at the right price with the right service sourced from the right suppliers in line with our Next-Generation Market vision and The Right Ones are at CarrefourSA motto, we integrate our **Right Way to Live** ethos into all our processes.*

About the Report²⁻³

We are pleased to present our fifth Sustainability Report, prepared according to the Global Reporting Initiative (GRI) Standards. Through the 2025 CarrefourSA Sustainability Report, covering the period from January 1, 2025 to December 31, 2025.

We aim to transparently disclose the impacts of our operations on the economy, our workplace, our value chain and the environment alongside our progress. The annual sustainability reports are structured to reflect our material topics.



This report includes the metrics specified in the SASB Food Retailers and Distributors standard and provides information on how we contribute to the UN Sustainable Development Goals (SDGs).

The global standards, the guiding work of our main shareholder, H.Ö. Sabancı Holding, and the exemplary practices of Carrefour Group, our brand partner, have been integral to the unique sustainability approach we have developed and named Right Way to Live.

In addition to our sustainability performance, we attach importance to transparently sharing the targets we have set under our key priorities and tracking our progress together. We aim for this report to serve as a reliable and value-creating reference for all our stakeholders.



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CEO’s Message²⁻²²



Dear Stakeholders,

The retail sector is undergoing a profound transformation and food safety, supply chain resilience and sustainability are reshaping business models. In this new era, CarrefourSA's ambition extends beyond active participation to a commitment to leading the change. Guided by Sabancı Holding’s strategic vision and Carrefour Group’s global expertise, we are building an organization that not only adapts swiftly to shifting dynamics, but actively shapes them.

Our Right Way to Live framework reflects this commitment, placing sustainability at the core of our operations and embedding an integrated approach to managing our environmental, social and economic impacts, not as a compliance obligation, but as a fundamental driver of long-term value creation.

The year 2025 was defined by robust performance and significant expansion of our scale and impact area. Operating across 1,237 stores and 16 logistics warehouses in 77 provinces, we welcomed 300 million visitors through our physical and digital channels. With a workforce of nearly 15,000 employees and an ecosystem of approximately 5,000 franchisees and business partners, CarrefourSA generated broad economic and social value across Türkiye. Our franchising model, launched in 2020 and now encompassing 632 franchisees, stands as one of the most tangible expressions of our inclusive growth philosophy, supporting local entrepreneurship at scale.

We assess the impacts of climate change on our operations, supply chain and stakeholder expectations from a holistic perspective, accounting for regulatory

developments, resource efficiency actions and evolving consumer preferences. Rather than reacting to these dynamics, we manage them proactively as both critical risks and strategic opportunities.

Our commitment to energy efficiency continues to yield measurable reductions in operational consumption. This year, we obtained the Renewable Energy Guarantees of Origin (YEK-G) certificate, matching 100% of our electricity consumption with renewable sources. We also formalized emission reduction targets aligned with the Science Based Targets initiative (SBTi), establishing a firm and measurable pathway toward a low-carbon economy. Our solar power plant in Şanlıurfa, with an installed capacity of 620 MWp and scheduled for commissioning in 2026, will further accelerate this transition increase our renewable energy utilization rate.

Our environmental performance is disclosed transparently on international platforms, and the results speak for themselves. We received an “A” score across CDP’s Climate Change, Water Security and Forests modules, earning a “Triple A” rating and a place on the Global A List, a distinction held by only 27 companies worldwide. This recognition is a clear reflection of CarrefourSA's depth of commitment and consistency of performance.

As a food retailer, we recognize that true sustainability begins within the value chain. We are actively working to transform ours into a climate-resilient and socially responsible structure, deepening partnerships with local producers, promoting urban farming, products with geographical marking, animal welfare practices and advancing initiatives to reduce food waste.

We regard our people as one of our greatest strategic assets. Diversity and inclusion are embedded in our corporate culture. As of 2025, women account for 40% of our total workforce and 29% of management positions. We remain committed to expanding female employment across all areas of our business, including our franchise network, building not only a more inclusive organization, but also a talent pool that supports our sustainable growth.

Our investments in technology and innovation are transforming CarrefourSA into a technology-developing organization. Through our Ministry-approved R&D Center and a growing portfolio of digital projects, we have significantly enhanced our operational efficiency and customer experience. Our R&D team published five scientific papers and submitted applications for five patents and four industrial designs, with projects recognized on both national and international stages.

Through the “Ghost Nets” project, we recovered 4 tons of ghost nets from the sea and constructed a symbolic “ghost village” in Balıkesir, delivering a powerful environmental awareness message. Since 2015, we have stood alongside UNICEF in the fight against child labor in agriculture, and our “Farm to School” project continues to bring children closer to the origins of their food. Through the “Animal Friends Movement,” developed in partnership with HayKonFed, we have supported the care and feeding of stray animals across Türkiye.

At CarrefourSA, sustainability is not a destination but a way of doing business. It is what strengthens our resilience in the face of evolving global dynamics and generates enduring value for all our stakeholders. As a leading player shaping the future of our sector with an effective business model, we will continue to manage risks proactively, seize opportunities aligned with our strategic priorities and grow in partnership with our stakeholders.

Together, we will advance resolutely toward a more sustainable and inclusive future.

Sincerely,

Kutay Kartallıoğlu
CEO, CarrefourSA





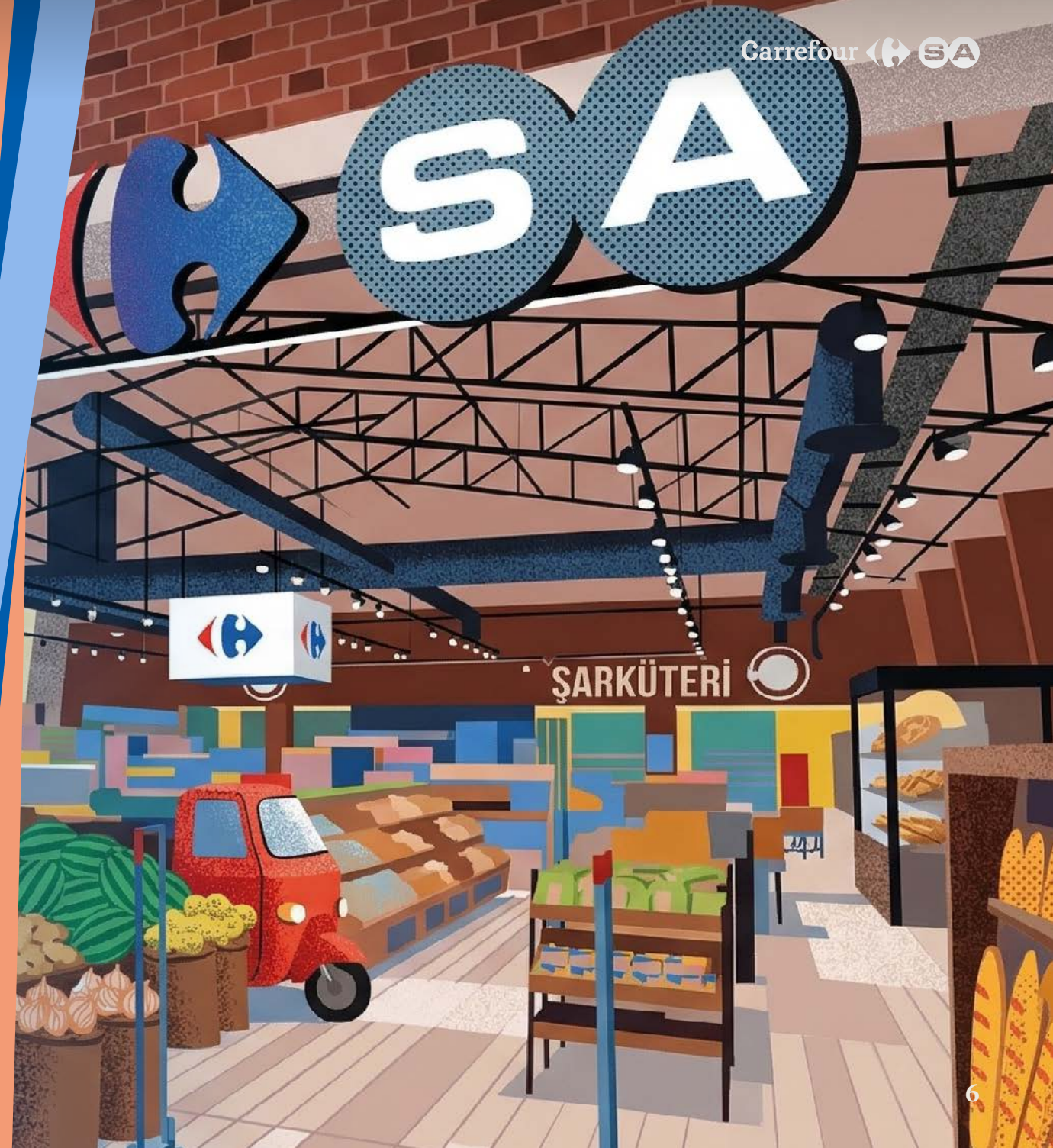
CarrefourSA

- About CarrefourSA
- Corporate Governance
- Risk Management

02

Carrefour

Carrefour  



About CarrefourSA

2-1, 2-2, 2-6

CarrefourSA (CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş.) was established in 1996 as a joint venture between Carrefour Group, a leading European retailer that introduced the hypermarket concept to the consumers in Türkiye with its first store opened in 1993 in İçerenköy, İstanbul and H.Ö Sabancı Holding, a major Turkish conglomerate. Today, CarrefourSA stands at the forefront of organized food retail, continuously introducing firsts and innovations to the market.

CarrefourSA, following its Next-Generation Market vision and slogan of The Right Ones are at CarrefourSA, considers evolving customer needs and consumer habits in its investment decisions and process developments. As a result, the company is well positioned as the “Right” solution partner for all its stakeholders, starting with its customers, employees and suppliers.

CarrefourSA recognizes that a healthy, safe and environmentally friendly growth model is the right strategy. Guided by this belief, the company introduced a franchise system in 2020, marking a first for the industry, offering enterprises and new generation merchants across Türkiye the opportunity to develop and advance their businesses. Growing together with merchants and entrepreneurs under its franchise system, CarrefourSA reached 632 franchisees as of year-end 2025 and built a structure capable of competing with national chains. As part of its growth strategy of expanding its e-commerce



operations along with its physical stores, CarrefourSA continues to use multi-channel retailing effectively, welcoming a total of 300 million visitors to its online and physical stores to date. With 4 million downloads, the CarrefourSA app has reached 13.3 million in total loyalty card members.

CarrefourSA has continued to support sustainable animal husbandry, farming and fishing, while strengthening its cooperation with local producers and investing more in expanding its private label product range. As of year-end 2025, CarrefourSA's private label portfolio includes more than 700 food and non-food products.

CarrefourSA introduced new growth strategies in 2024, expanding its investments in the food & beverage segment with Lezzet Arası Catering to serve a rich menu at special receptions and various other events.

Since entering the HORECA sector with the CarrefourSA Professional brand, the company has continued its operations in 2025 through the distribution center in Antalya and the HoReCa store in Bodrum, offering food and non-food solutions for industry professionals.

*As of year-end 2025, CarrefourSA operates with **9,599 employees** and delivers its customers nearly **50 thousand products** through **1,237 stores**, spread across **534,049 m²** of retail space in **77 provinces**, alongside **16 warehouses**, www.carrefoursa.com and **CarrefourSA online market app**.*

CarrefourSA continues to invest in projects with growth and value creation potential, fully utilizing its own resources, and aims to maintain its position as a leading, trusted and preferred retailer with a customer-centric approach and strong operational structure.

The shareholding structure of CarrefourSA, publicly traded on Borsa İstanbul, as of December 31, 2025:

Shareholder	Share in Capital (TL)	Share in Capital (%)
Hacı Ömer Sabancı Holding	72,988,465	57.12
Carrefour Nederland BV	41,098,010	32.16
Free Float and Others	13,687,291	10.72
Total	127,773,766	100.00

Collaborations 2-28

We partner with various associations and organizations that align with the material social and environmental topics of CarrefourSA and Türkiye and actively participate in efforts to promote the development of public policies and society.

ÇEVKO (Foundation for Environmental Protection and Packaging Waste Recovery)	We partner with ÇEVKO, in which we are a reserve Board member, on various projects and recycle paper, plastics and similar packaging waste collected in our stores.
Darüşşafaka Society	The bags designed by Darüşşafaka students are sold at our stores, and the proceeds are channeled to the school.
Food Recovery Association	We carry out various efforts to analyze, prevent and reduce food losses
Sustainable Food Platform	As one of the first members of the Sustainable Food Platform, we actively take part in various working groups and carry out joint projects.
Food Retailers Association	As a board member of the association, CarrefourSA actively participates in environment-related activities and joint meetings and discussions with relevant authorities.
HayKonFed	As part of the Animal Friends Movement, we donate surplus edible food, which HayKonFed volunteers deliver to stray animals.
UNICEF	We have supported a UNICEF program to prevent child labor in agriculture since 2015. We accommodate their face-to-face teams in our stores to promote the projects to the customers, helping to gain more donors and supporting periodic projects.

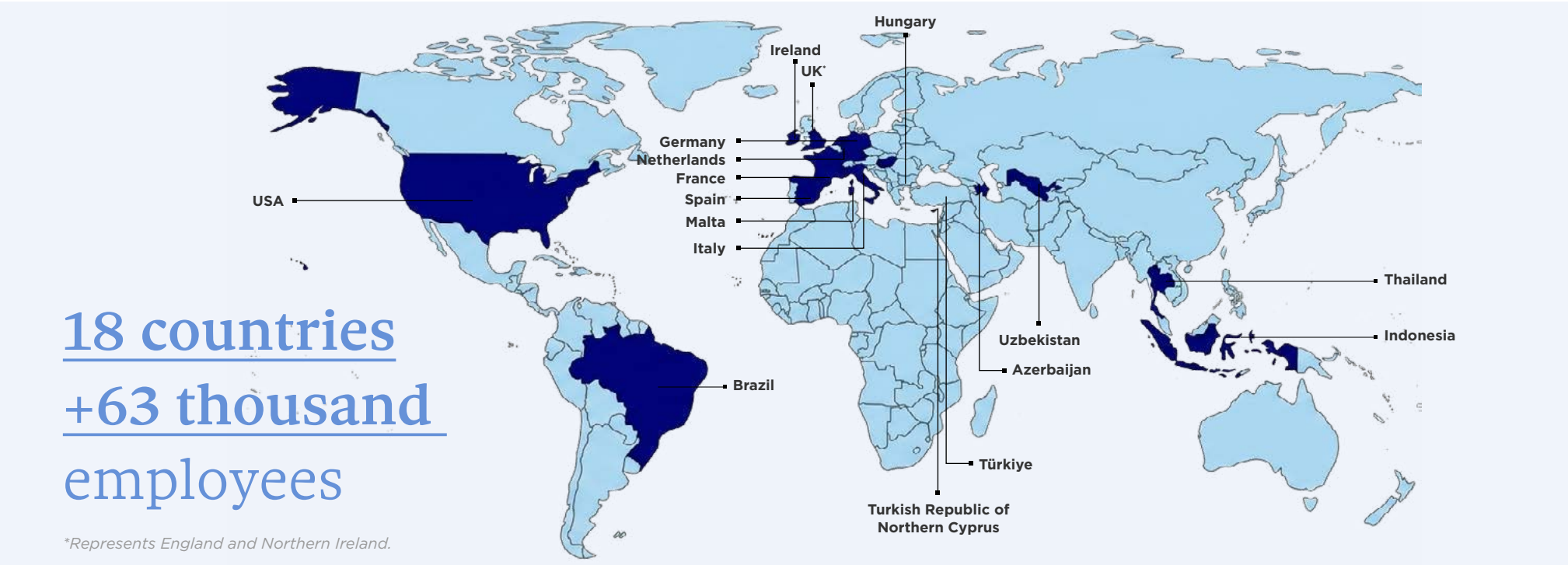
Memberships 2-28

CarrefourSA is an active member of a number of national and international platforms focused on sustainability, corporate governance, industry development and stakeholder engagement to advance the sector.

Organization
Call Centers Association
Foundation for Environmental Protection and Packaging Waste Recovery (ÇEVKO)
Deniz Temiz Association (TURMEPA)
Integrated Reporting Türkiye (ERTA)
Food Safety Association
Food Retailers Association (GPD)
Corporate Venture Capital Platform (GKP)
Interactive Advertising Bureau (IAB Türkiye)
Business Council for Sustainable Development (BCSD Türkiye)
Corporate Communication Professionals Association of Türkiye
Leading Executives Advancing Diversity (LEAD Network)
Customer Experience Management & Technologies Association
Advertisers Association
Sales Network
Sustainability Academy
Tourism Restaurant Investors and Gastronomy Enterprises Association (TURYİD)
CCI France Turquie
Turkish Industry & Business Association (TÜSİAD)
Turkish Federation of Shopping Centers And Retailers (TAMPF)
Turkish Ethics and Reputation Society (TEİD)
People Management Association of Türkiye (PERYÖN)
Turkish Quality Association (KalDer)
Corporate Governance Association of Türkiye
Franchising Association (UFRAD)
UN Global Compact Türkiye (UNGC)

About H.Ö Sabancı Holding

Hacı Ömer Sabancı Holding A.Ş. (Sabancı Holding) is one of Türkiye’s leading investment holding companies, managing a diversified portfolio across banking and financial services, energy and climate technologies, material technologies and digital technologies. Built on a century-long entrepreneurial heritage in Türkiye, Sabancı Holding operates with a long-term perspective grounded in resilience, disciplined capital allocation, and responsible value creation across cycles and geographies.



Sabancı Holding’s strategy is built on foresight, agility, and disciplined execution. Through this active portfolio management, Sabancı Holding allocates capital with discipline and a clear focus on returns prioritizing systems that form the infrastructure of next-generation economies, including clean energy and storage, resilient grids, advanced technologies and low-carbon materials, sustainable digital infrastructure, and banking and finance as stabilizing enablers. Positioned at the intersection of green and digital transitions, the portfolio benefits from adjacencies that reinforce scalable, sustainable growth.

The Holding coordinates Group-wide functions including finance, strategy, business development, legal, human capital, and sustainability through an integrated governance and operating model that supports alignment across the portfolio while enabling agility, discipline, and consistency in decision-making.

As of year-end 2025, Sabancı Group operates in 18 countries with more than 63 thousand employees and maintains long-standing partnerships with leading global companies, including Ageas, Bridgestone, Carrefour, E.ON, Heidelberg Materials, and Skoda.

The Sabancı Family constitutes Sabancı Holding’s largest shareholder group, while 53.2% of the Holding’s shares are publicly traded. Traded since July 8, 1997, Sabancı Holding’s own shares as well as the shares of its 11 listed subsidiaries constitute nearly 5% of the total market capitalization of Borsa Istanbul (BIST) as of year-end 2025. With a market cap of TL 177 billion at the end of 2025, Sabancı Holding ranks among the top 20 companies traded on BIST.

About Carrefour Group

With a multi-format global network of 15,719 stores as of year-end 2025, the Carrefour Group ranks among the world’s largest food retailers. Carrefour opened its first market on June 15, 1963 in France, laying the foundation of modern retailing, and introduced the hypermarket concept to Türkiye in 1993.

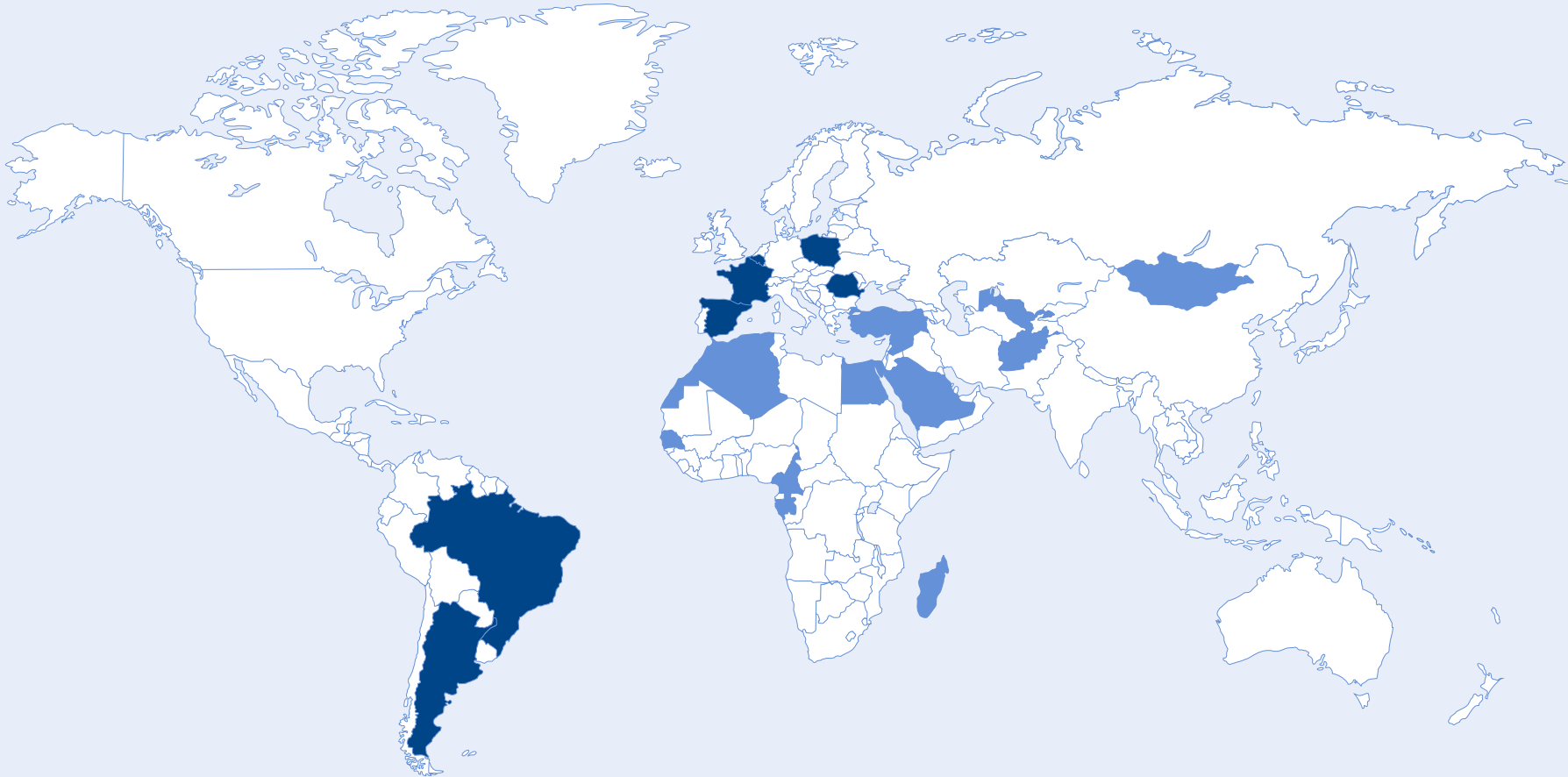
The Carrefour Group serves approximately 80 million customers annually through its retail stores and e-commerce sites with operations in more than 40 countries and a total workforce of 300 thousand employees.

In 2025, the Group achieved strong operational results driven by significant performance improvements in France and Spain, while market conditions were more challenging in Brazil. Overall, the year was marked by important strategic steps, including the integration of the Cora and Match brands in France, the launch of the European purchasing platform Concordis, the acquisition of minority stakes in Carrefour Brazil and the divestment of the Carrefour Italy operation.

In 2025, the Carrefour Group reported Euro 91.48 billion in gross sales with an like-for-like (LFL) growth of 2.8% and Euro 2.16 billion in operating income.

Carrefour Group, a global leader in sustainability, follows international standards in managing its environmental, social and governance performance, which is regularly assessed by independent rating agencies every year.

15,719 Stores Worldwide



France	Spain	Poland	Belgium	Romania	Argentina	Brazil	Other*
6,766	1,595	737	703	478	721	718	1,406

Integrated Countries/Regions

Franchised Countries/Regions

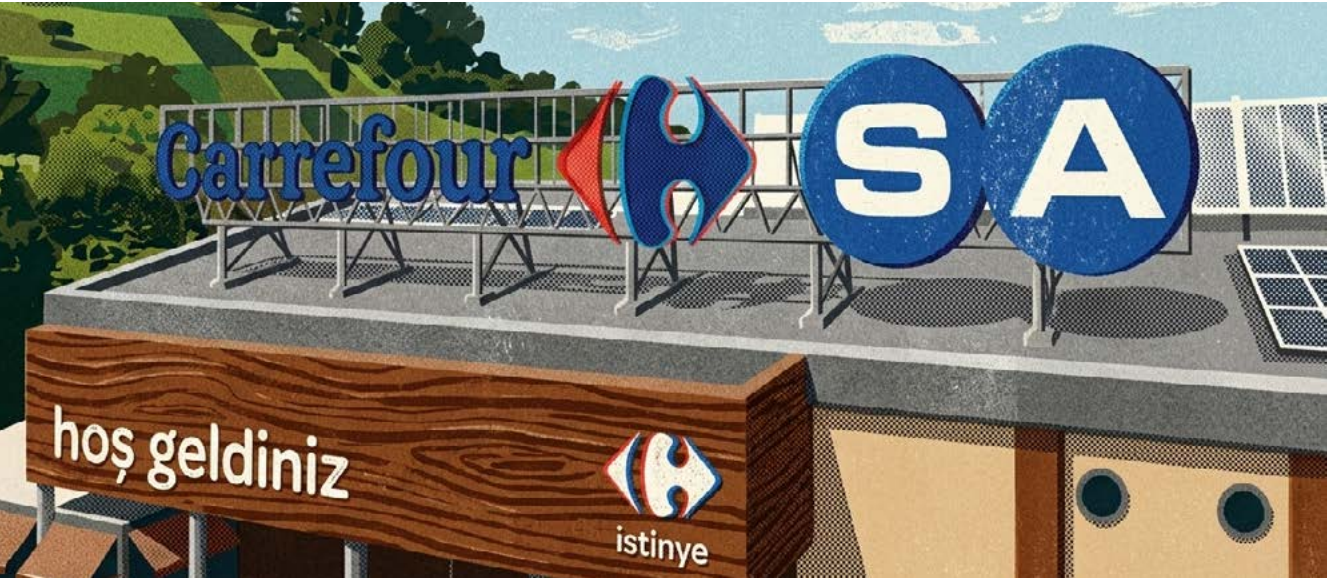
*Africa, Middle East, Dominican Republic and Asia

Corporate Governance

Aligning with the Capital Markets Board’s (CMB) Corporate Governance Principles, CarrefourSA adopts transparency, fairness, responsibility and accountability as the pillars of its corporate governance approach. The company has in place practices, systems and processes for compliance with the principles specified in the CMB’s Corporate

Governance Communiqué. Relevant disclosures are detailed in the [PDP Corporate Governance Compliance Report](#). CarrefourSA’s compliance status with the CMB’s Corporate Governance Principles is summarized below:

CMB’s Corporate Governance Principles	Full Compliance	Partial Compliance	Non-compliance	Not Applicable
Mandatory	24	-	-	-
Non-mandatory	57	4	3	4



Board of Directors and Board Committees ^{2-9, 2-20}

The Board of Directors, the highest governing body of CarrefourSA, consists of 12 members as of December 31, 2025, and convenes at least four times a year.

The Board members’ independence is governed by Article 31 of the company’s Articles of Association and the Capital Markets Board’s (CMB) mandatory corporate governance principles. Accordingly, we adhere to the requirements for independent board memberships and other corporate governance stipulations. The Board members hold the qualifications specified in the CMB Corporate Governance Principles and perform their duties based on their respective knowledge, expertise and competence.

The Board members are elected for a maximum of three years; however, members whose term of office expires may be reelected. No maximum term limit is set for members to serve on the Board of Directors, ensuring that they can continue to contribute their experience if they are reelected. None of the Board members hold executive duties, and the Board of Directors consists 33% of independent members. In 2025, the Board of Directors convened 26 times. The attendance rate in these meetings was 87.5%, while the committees convened with an attendance rate of 100%.

A fixed salary is determined for the independent Board members at the annual ordinary general assembly meeting. Company performance-based payment plans are not applied for the remuneration of these members. The remuneration of senior executives is supported by a performance-oriented system. The senior executives are paid a one-time merit-based bonus at a certain percentage of their annual gross salary based on both individual and company performance. In determining the salaries of the executive committee members, environmental, social and governance (ESG) performance criteria are also taken into consideration. For instance, 5% of bonus payments to Executive Committee members are tied to achievement of key sustainability performance indicators.

As part of remuneration management, salaries are enhanced with various benefits, which are extended based on the principles of alignment with market conditions, competitiveness and fairness.

The Board of Directors has formed three committees in accordance with corporate governance principles, applicable regulations and company strategies:

- > Audit Committee
- > Corporate Governance Committee
- > Early Detection of Risk Committee

➤ More information on the Board committees is provided in the [CarrefourSA 2025 Annual Report](#) (pp.160-162).

Board of Directors’ Duties and Composition 2-12, 2-15, 2-18, 405-1

The Board of Directors fulfills the duties specified in the relevant provisions of the Capital Markets Law, Turkish Commercial Code, the Company’s Articles of Association and the resolutions passed by the CarrefourSA General Assembly. The Board of Directors resolves on all high-level issues in line with the company’s strategic plans. The resolutions are typically approved with the aye votes of at least seven of the members present in the meeting. However, the aye votes of at least ten members may be sought when deciding on critical issues.

The Board of Directors may delegate its representation power to executive directors who are Board members and/ or to executives who do not serve on the Board, without prejudice to the quorum and majority rule specified in the Articles of Association. The Board convenes with at least eight members in attendance. The Board composition over the years is presented below:

Board of Directors’ Composition	2023	2024	2025
Members	12	12	12
Independent Members	4	4	4
Female Members	2	1	1
Members with Executive Responsibilities	0	0	0

➤ More information on the Board of Directors and its structure is provided in the CarrefourSA 2025 Annual Report.

The Board of Directors follows certain rules to avoid conflicts of interest. These rules are also included in the ‘Conflict of Interest Policy’ section under the Code of Ethics. In the event of a potential conflict of interest, the involved Board member informs the Chairman before the relevant issue is discussed, and explains their reasons for not taking part in the discussions and not voting on the relevant agenda item. No conflicts of interest have occurred at the committees within the reporting period.

Board members assess the Board’s performance every year based on the criteria determined and communicated by CarrefourSA. Performance assessment of the Board of Directors is conducted in two aspects:

- > **General Assessment:** Every year, each member assesses the Board’s performance individually.
- > **Individual Assessment:** The Chairman assesses the performance of each independent member and executive member on the Board of Directors individually.



Value Chain

Financial Capital

- > TL 127.8 million Paid-in Capital
- > TL 1.6 billion Investments
- > Financial Resources of Main Shareholders
- > Risk Management System



Human and Intellectual Capital*

- > 9,599 Qualified Employees
- > Training and Development Programs
- > Diversity, Equity and Inclusion Practices
- > Code of Ethics
- > OHS Practices
- > 2,230 Health Screenings, total 17,806 hours of online and face-to-face OHS training
- > Advanced Quality Controls and Hygiene Inspections
- > Audits at 130 private label suppliers, 20,283 product analysis parameters
- > Inspection of 458 thousand products in central warehouses
- > Carrefour Group Global Retail Experience



Physical Capital

- > 1,237 Stores, 586 thousand m² of retail space
- > 16 Lezzet Arası Restaurant, 11 Lezzet Arası Kitchen, 5 Bonheur Coffee & Bakery locations
- > First and only Integrated Mussels Facility
- > 4 Seafood Platforms
- > 11 Warehouses, 193 Vehicles



Relational Capital

- > 632 franchisees
- > Nearly 10 thousand suppliers, 8 thousand farmers
- > Operators
- > 300 million store visitors and 122 million e-commerce visitors, annually
- > 13.4 million loyalty card members



IT and Technology Resources

- > Online Shopping and Payment Platform
- > Call Center
- > 85 Digital Transformation Projects
- > Corporate Customer Portal
- > Franchisee Management Portal
- > C-Mobile App
- > Tally Robot
- > CRM Applications

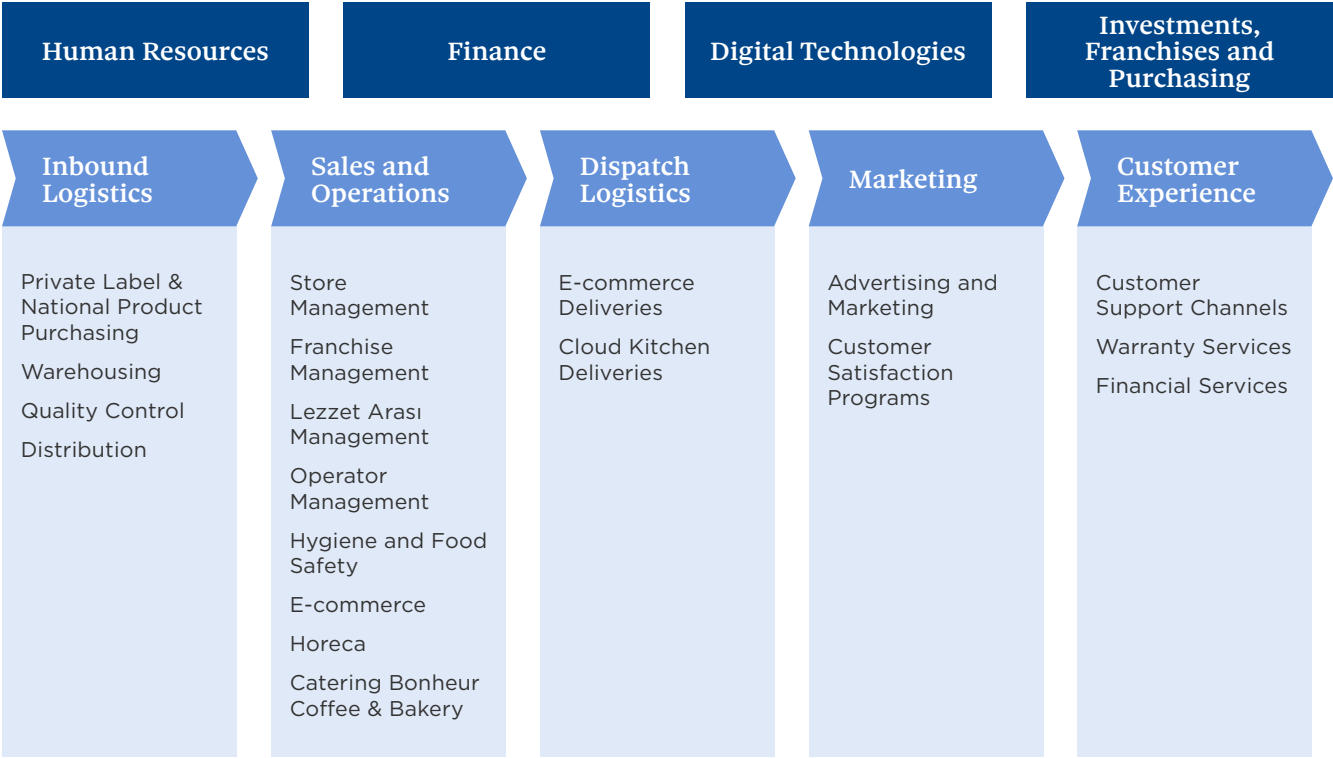


Environmental Capital

- > CDP Leadership Scores
- > SBTi Aligned Emission Reduction
- > 2030 100% Cage-free Egg Commitment
- > Annual 5% Reduction Commitment for Scope 1 and 2
- > Waste Management Systems
- > Renewable Energy Investments



CarrefourSA Operations



Stakeholder Value Creation

Sabancı Holding Carrefour Group Employees Society and NGOs	Shareholders and Investors Public Institutions Labor Union Environment	Customers Suppliers Franchisees Contractors
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*Quality control data covers food and non-food products.

Risk Management

Corporate Risk Policy

At CarrefourSA, “risk” is defined as any opportunity or threat that the company may face and that may affect the realization of its financial, strategic, operational and compliance targets.



CarrefourSA Risk Categories			
Compliance Risks	Financial Risks	Strategic Risks	Operational Risks
Risks related to changes in laws and regulations or regarding regulatory compliance of our processes and operations with applicable legislation.	Risks that may arise due to volatilities in exchange rates and interest rates or uncertainties in cash flow plans.	Risks associated with high-level issues such as the company’s business model, strategic decisions, corporate governance practices or reputation.	Supply, pricing, sales, efficiency, etc. risks that may arise due to various value chain processes.

CarrefourSA’s Corporate Risk Policy, guided by the Corporate Risk Management System, lays out the procedures to assess risks that the company may face due to the nature of its business and the timely communication of such risks to Company’s Senior

Management, Early Detection of Risk Committee and the Board of Directors. The Policy also provides a guideline for effective risk management to mitigate potential losses and take timely actions to turn risks into opportunities.

Risk Governance and Responsibilities

The **Board of Directors** is responsible for creating the necessary environment for adequately executing our risk management activities.

The **Early Detection of Risk Committee**, reporting to the Board of Directors, has been formed to anticipate the risks that may jeopardize the existence, development and continuity of CarrefourSA, to take the necessary measures regarding the identified risks and to manage those risks. The committee reviews the risk management systems at least once a year.

The **CEO** is responsible for ensuring effective risk management within CarrefourSA and taking the necessary measures (establishing risk policies, determining a method for measuring and managing risks, defining and monitoring relevant risk limits).

The **Internal Audit Directorate**, which reports directly to the Audit Committee and is structured independently from the executive body, conducts

audits across all units, sites and business areas where we operate to contribute to the growth, development and institutionalization of CarrefourSA.

The **Risk Management Unit**, positioned as an executive function, performs the necessary reviews to ensure the protection and security of the company assets and implements measures as needed.

The **CMB and Reporting Unit**, organized within the finance department, contributes to external audit activities by conducting continuous audits and controls on reporting matters.

Regarding effective risk management, the **managers of all business units** are responsible for identifying risks in a timely manner, communicating such risks to senior management, determining and implementing all necessary actions and for their outcomes.

Furthermore, **all employees** are obligated to adopt our risk management policy and ensure that it is implemented in their own areas of responsibility.

Risk Management System

The Corporate Risk Management system is a dynamic and systematic process designed to identify potential situations that may impact CarrefourSA and to manage risks in line with the determined risk appetite. The objective of the system is to create added value for the stakeholders in all aspects of the business and build an environment of continuous collaboration through effective management of the risk exposure.

Guided by the vision and mission of CarrefourSA and its strategic and corporate targets, we conduct one-on-one interviews, surveys and workshops with relevant stakeholders within the organization to identify potential risks and to create a risk inventory. This inventory is regularly updated throughout the year with input from the Executive Committee.

The risks and risk parameters (risk-related parameters such as risk scores, key risk indicators and threshold values) are published on the Risk Inventory Portal after approval by senior management. Key Risk Indicator (KRI) officers use the portal to monitor and control both the risks and related action plans.

Natural Risk Assessment		Probability			
Impact	1	2	3	4	
1					
2					
3					
4					

■ Low ■ Medium ■ High ■ Critical

Crisis Communications Plan

We take all necessary measures to manage CarrefourSA's reputation, financial standing, employee behavior and customer perception in the event of any internal or external crisis. Crisis communications plans are created with the aim of effectively resolving crises by eliminating foreseeable risks and potential threats. The crisis communications process follows the procedures developed by the Marketing and Corporate Communications Group. These procedures define the actions and responsibilities in the event of a crisis as well as how to manage all communication channels, including social media and the press. The Group also forms a crisis committee based on the scope of the situation to monitor, coordinate and report on the process.





Sustainability Management

- Sustainability Approach
- Sustainability Governance
- Key Stakeholders and Material Topics

03

Sustainability Approach

2-9, 2-12, 2-13

We shape our sustainability approach in line with CarrefourSA’s vision, strategic priorities and corporate values.

Guided by this approach, which is at the center of our business model, we not only create economic value but also manage our environmental and social impact in a holistic and systematic manner. In this process, we regularly monitor our sustainability performance against set targets and improve it according to indicators. We also aim to build an environment that promotes fairness, continuous development and high performance for our employees, offer our customers safe, healthy, and sustainable products, and expand responsible business practices across our value chain.

We move our sustainability efforts forward by upholding the principles of transparency and accountability. We have responded to the CDP’s Climate Change and Water Security programs since 2020 and expanded the scope of our CDP reporting with the Forests module in 2022, strengthening our capability to monitor and manage risks related to deforestation. In 2023, we became a signatory

of United Nations Global Compact (UN Global Compact), declaring our commitment to human rights, labor practices, the environment and anti-corruption efforts.

Active participation in international platforms and initiatives not only helps us monitor our environmental and social impacts, but also elevates our credibility with our stakeholders and ensures that we align with global best practices. As a company operating in the food retail industry, which directly interacts with the environment and society, our presence on these platforms allows us to analyze supply chain risks more effectively, respond to investor expectations and take more strategic steps to tackle climate change.

The Board of Directors is the highest governance body overseeing our sustainability approach, while implementation responsibility is undertaken by the Deputy General Manager of Human Resources and Sustainability. Additionally, the Sustainability Committee is tasked with evaluating progress related to material topics and providing strategic guidance.

Alignment with Sabancı Group’s Value Creation Approach

CarrefourSA’s sustainability approach is shaped in accordance with the value creation philosophy of the Sabancı Group, our main shareholder. The Sabancı Group’s value creation approach is built on a century of deep-rooted experience and an integrated structure of complementary business lines. The objective of this approach is to increase Türkiye’s competitiveness, accelerate the transition to sustainable and high-performing industries and support long-term value creation. A disciplined approach, strong R&D infrastructure and a multi-stakeholder business model transform competencies into measurable social and economic value.

The operating environment in which Sabancı Holding creates value is shaped by a convergence of geopolitical, environmental, societal and technological forces that are accelerating and compounding across time horizons. In this ecosystem, which also includes CarrefourSA’s operations, risk and opportunities interact, reinforce one another and increasingly drive transition. Accordingly, Sabancı’s business model is centered on the following pillars:

Sabancı Holding’s long-term value creation approach and disciplined portfolio management guide CarrefourSA in shaping its sustainability strategy. At CarrefourSA, we not only aim to manage our environmental and social impacts but also develop a resilient and future-proof business model.

A World in Transition and its Meaning for Sabancı’s Business Model

Portfolio Positioning at the Green-Digital Nexus

Next-generation energy & climate technologies, digital infrastructure, and materials & mobility that enable decarbonization, electrification, storage, data-center reliability and secure connectivity

Resilience and Agility

Creating structural resilience through supply chain optionality, compliance with regulations and standards across multiple jurisdictions, and continuously evolving scenario planning that covers the full spectrum of dynamic risks.

Nature and Resource Management

Energy, biodiversity, water stewardship and circularity embedded in investment and operating decisions to lower physical and transition exposure.

Governance and Risk Culture

Embedding enterprise-wide governance, an integrated risk and opportunity management approach and the three lines model to ensure that the organization systematically anticipates, evaluates and responds to both risks and emerging opportunities, converting uncertainty into disciplined, value creating action.

As we shape our Right Way to Live approach:

- > We follow the value creation approach of Sabancı Group, our main shareholder.
- > The global food retail approaches and best practices of Carrefour Group, our other main shareholder, guide us in the process.

We aim to drive our sustainability efforts with a constantly higher performance and set an example for our industry and our country.



Carrefour Group’s Sustainability Approach

At CarrefourSA, we closely follow the sustainability approach of Carrefour Group, one of our main shareholders, and integrate it into our own strategy. Carrefour Group, a global leader in sustainability, has built its [strategy](#) on four pillars, including the goal of bringing ‘eating well’ within everyone’s reach. Accordingly, the group has defined its Key Performance Indicators (KPIs) along with short- and long-term targets by working with relevant stakeholders.

[The Food Transition Index](#), which is disclosed transparently, is structured in four categories and 24 indicators. In 2025, targets were met with an average of 113%, particularly as a result of 87 of the top 100 suppliers complying with the 1.5°C climate target, plant-based alternative product sales amounting to Euro 664 million, eliminating 2,155 tons of sugar and 350 tons of salt from Carrefour brand products, and the number of disabled employees reaching 14,403. Some indicators in this index are integrated into the senior executives’ long-term bonuses, ensuring that sustainability performance is part of incentive mechanisms.

At CarrefourSA, we benefit from Carrefour Group’s global expertise and operational excellence approach in managing our operations. In particular, food safety, a sustainable supply chain, a responsible product portfolio and low-carbon operations shape our business model. As we align with local market dynamics, we also adopt global best practices to support our sustainable growth.

CarrefourSA Sustainability Approach

As a leading food retailer in Türkiye, we place sustainability at the center of our business model and carry out all our activities to create long-term value. Guided by The Right Ones are at CarrefourSA approach, we adopt a holistic approach to managing our environmental, social and economic impacts and aim to create lasting value for our stakeholders. Given the strong correlation between food retailing and human health, food safety, and natural resources, we view sustainability as an integral part of all our operations. We also address sustainability as a strategic factor that supports our business model and creates a competitive advantage.

In line with the goals we have set in these areas, We regularly monitor and measure our performance for alignment with our targets in these areas and enhance it through a continuous improvement approach.

➤ Please click to view our **Right Way to Live** approach.



Sustainable Business Models

In line with our sustainable farming, livestock and fishing strategy, we offer the ‘right’ products in our stores and directly contribute to sustainability across diverse sectors and to the continuity of national economy.

-  ➤ Private Label
-  ➤ Sustainable Farming
-  ➤ Sustainable Livestock
-  ➤ Sustainable Fishing

Sustainability Governance

2-5, 2-9, 2-12, 2-13, 2-14, 2-20

We have built a governance structure within the organization to effectively monitor, manage and control sustainability risks and opportunities. We continue improving this structure in line with international best practices and relevant standards. The **Board of Directors** is the highest governing body overseeing sustainability topics, which are implemented and coordinated by the **Sustainability Committee** and related units, while the relevant processes are managed under a centralized system.

The Sustainability Committee is headed by Deputy General Manager of Human Resources and Sustainability and reports directly to the **Executive Committee**. The H&S, Environment, Quality Assurance and Sustainability Group is responsible for coordinating and monitoring the activities of the committee and relevant secretarial work.

As defined in the duties and working principles document, the committee is tasked with determining the sustainability strategy, targets, roadmaps and policies, ensuring internal integration, managing the associated risks and opportunities and developing and implementing projects. The committee, which convenes quarterly and more frequently when needed, discusses CarrefourSA's material topics and makes strategic recommendations.

Presentations and meeting resolutions are recorded and duly shared with all CarrefourSA management. Material developments related to sustainability and performance results are regularly reported to the Executive Committee and to the Board of Directors when necessary. The resolutions are followed through and the outcomes are reviewed at the next meeting. When a specific focus is needed, we may also form subcommittees.

In addition to heading the committee, **Deputy General Manager of Human Resources and Sustainability** also coordinates and monitors sustainability-related processes for effective progress. The department plays a central role in sustainability communications with our stakeholders, starting with Sabancı Holding and Carrefour Group.

The **Executive Committee**, the senior governing body regarding sustainability topics, consists of the CEO and deputy general managers. The Executive Committee convenes weekly to address strategic and operational issues, sets targets and makes high-level decisions. Key performance indicators of sustainability risks and opportunities are regularly submitted to the Executive Committee for review and approval.

We regularly monitor the performance of senior executives, including the CEO, in line with the sustainability targets, which are embedded into the appraisal system.

CarrefourSA Sustainability Committee

Members
Head of HQ HR Operations, Training, Organizational Development and Compensation
Head of Private Label Category
Head of Field HR, Personnel Affairs, Payroll and Labor Relations
Head of Customer Experience and E-Commerce
Head of Corporate Systems
Head of Logistics Operations
CMB, Investor Relations and Financial Services Manager
Head of Technical Procurement and Maintenance
Head of Sales Coordination
Head of Marketing and Corporate Communications
Deputy General Manager - Human Resources and Sustainability
Head of Category Operations
Internal Purchasing Manager
Head of CRM
Risk Manager
Head of Internal Audit
Head of Non-Food Category
Head of H&S, Quality Assurance, Environment and Sustainability
Chief Legal and Compliance Counsel
Head of Fresh Food Category
Sustainability Specialist
Sustainability Manager
Head of Dry Food and Beverage Category

Key Stakeholders and Material Topics

Stakeholders and Engagement Platforms 2-29

At CarrefourSA, we interact directly or indirectly with all stakeholders that may be impacted by our products and services or that may affect our corporate strategies and goals. Therefore, we develop effective communication channels to engage with all our stakeholders, starting with our employees, including those of our subcontractors, our customers, suppliers and main shareholders - Sabancı Holding and Carrefour Group - and build collaborations based on mutual value creation. We use stakeholder feedback to improve our sustainability strategy and determine our material topics. The stakeholder groups identified through our work with Sustainability Committee members and our engagement platforms are listed below:

Stakeholder	Engagement Platforms
Carrefour Group	→ Senior Management Meetings (regular), Project-based Meetings (as needed)
Employees	→ Employee Satisfaction Surveys (every other year), Support Newsletters (monthly), Hello Summer Meeting (annual), Farewell Summer Meeting (annual), Townhalls (multiple times a year), Sports and Wellness Festival (annual), 24/7 Support Line (continuous), Lean Leader Meetings and Briefings (continuous), Sustainability Newsletters (3-4 times a year), Sports Activities
Franchisees	→ Franchisee Meet-ups (annual), Meetings (regular), Regional Manager Visits (continuous), Satisfaction Surveys (every year)
Shareholders	→ General Assembly Meetings (annual), Investor Presentations (regular), Website (cont.), Annual Reports and Financial Reports (quarterly), Annual Reports, Sustainability Reports (annual), Investor Relations Dept. Communication Channels (cont.)
Customers	→ Call Center and WhatsApp line (continuous), Social Media (continuous), carrefoursa.com (continuous), Assessment Surveys (continuous, with customers who opted in for communications), Net Promoter Score Surveys (annual), Brand Health and Recognition Surveys (continuous), Customer Reporting Line (continuous)
Public Institutions	→ Meetings with various Ministries and Public Institutions (as required for projects and specific topics)
Sabancı Holding	→ Sabancı Holding Audit Group Meetings (quarterly), Thematic Task Force Activities (quarterly)
Labor Union	→ OHS Committees (continuous), Meetings (continuous), Union and Employer Meetings (quarterly)
NGOs (General)	→ Meetings with NGOs and Partnerships for Various Projects (continuous)
Subcontractors	→ Process Meetings (continuous)
Suppliers	→ Supplier Meetings and Audits (continuous), Performance Assessments (periodic)

Our Contribution to UN Sustainable Development Goals

We associate our material topics with the UN Sustainable Development Goals (SDGs) and disclose how we contribute:

Material Topics	Targets	Related SDGs
Economic Contribution	To create economic value for our stakeholders.	1NO POVERTY 5GENDER EQUALITY 8DECENT WORK AND ECONOMIC GROWTH 10REDUCED INEQUALITIES 17PARTNERSHIPS FOR THE GOALS
Food Waste	To eliminate the economic impact of food waste across the entire food chain.	2ZERO HUNGER 10REDUCED INEQUALITIES 12RESPONSIBLE CONSUMPTION AND PRODUCTION 17PARTNERSHIPS FOR THE GOALS
Business Ethics	To shape our way of doing business and relationships with all stakeholders around our Code of Ethics.	8DECENT WORK AND ECONOMIC GROWTH 10REDUCED INEQUALITIES 16PEACE AND JUSTICE, STRONG INSTITUTIONS
Employee Satisfaction and Development	To create ultimate employee satisfaction by providing the best work environment and to foster their continuous development.	8DECENT WORK AND ECONOMIC GROWTH
Occupational Health and Safety	To provide a safe work environment.	8DECENT WORK AND ECONOMIC GROWTH
Inclusion and Equity	To apply zero tolerance for any gender-based discrimination and always offer equal opportunity by exercising fairness in all transactions and practices.	5GENDER EQUALITY 8DECENT WORK AND ECONOMIC GROWTH 10REDUCED INEQUALITIES
Responsible Supply Chain	To foster and maintain economic, social and environmental development across the supply chain through sustainable business models and policies.	1NO POVERTY 2ZERO HUNGER 12RESPONSIBLE CONSUMPTION AND PRODUCTION 14LIFE BELOW WATER 15LIFE ON LAND
Customer Satisfaction	To deliver excellent customer experience in all processes, starting with health and safety and measure customer satisfaction continuously to improve it across all channels.	3GOOD HEALTH AND WELL-BEING
Digitalization	To achieve digital transformation across the value chain to ensure that the existing processes are more effective and efficient, fast, cost-effective, accessible and most importantly, customer-centric.	9INDUSTRY, INNOVATION AND INFRASTRUCTURE
Climate Change	To manage our carbon footprint across the value chain effectively and raise awareness among all stakeholders.	7AFFORDABLE AND CLEAN ENERGY 13CLIMATE ACTION
Waste Management	To prevent, reduce, reuse, recycle or dispose of waste without harming the environment by following the ‘Waste Pyramid’ approach.	12RESPONSIBLE CONSUMPTION AND PRODUCTION 14LIFE BELOW WATER

Double Materiality

Identifying Impacts, Risks and Opportunities

Double materiality assessment serves as a key tool in integrating our sustainability approach into our decision-making processes and allows us to address the environmental and social impacts of our operations and their potential implications for our financial performance from a holistic perspective.

We analyze environmental, social and governance aspects comprehensively from the Impact Materiality and Financial Materiality perspectives. Throughout the process, we systematically address our positive and negative impacts along the value chain, the accompanying dependencies, risks and opportunities by considering short, medium and long time horizons.

We initiated the materiality assessment process according to the Implementation Guide of the European Financial Reporting Advisory Group (EFRAG) and based it on the TNFD LEAP (Locate, Evaluate, Assess, Prepare) approach. In assessing social impacts, we benefited from the UN’s Guiding Principles on Business and Human Rights and the OECD’s (Organisation for Economic Cooperation and Development) Guidelines for Multinational Enterprises. We also used all reasonable and supporting data available to CarrefourSA for the materiality assessment, while industry reports from indirect sources provided complementary content.

CarrefourSA’s business model, supply chain and impact across three stages of the value chain were scored and evaluated according to the Environmental Impact, Social Impact and Risk & Opportunity tables to determine key impacts, risks and opportunities. Based on the defined thresholds, topics with an Impact score of 3 or higher and a Risk & Opportunity score of 9 or higher were determined as “Material.”

Out of the 122 impacts and 112 risks & opportunities identified as a result of the assessments, 14 impacts and 20 risks & 8 opportunities were defined as

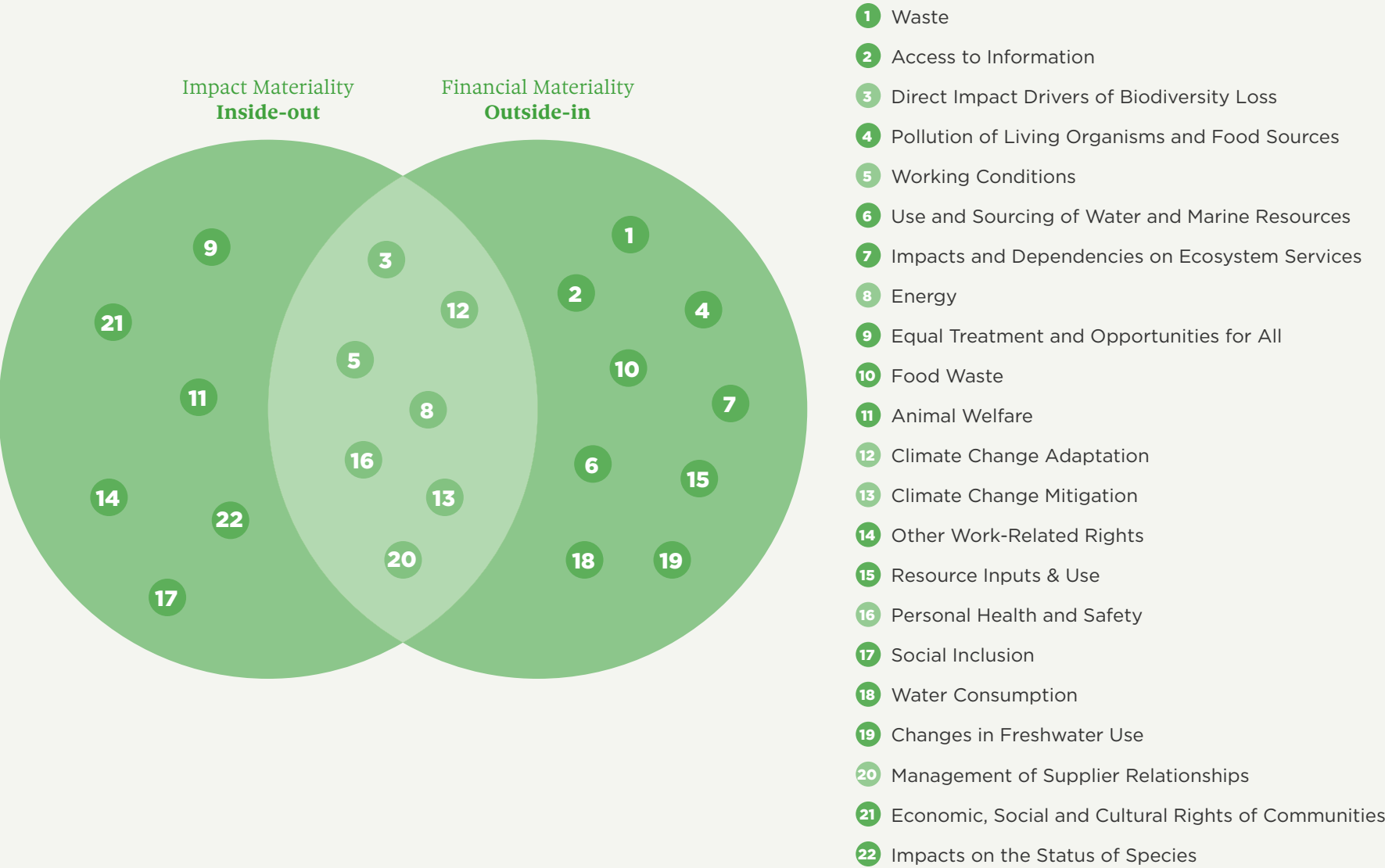
material, then consolidated by content and reduced to a total of 22 material topics.

The expectations of users who reference CarrefourSA’s general financial statements have also been addressed based on feedback from the relevant teams. However, no special assessment was conducted during the preliminary studies regarding stakeholder engagement, which was instead addressed according to the outcomes of existing mechanisms.

➤ The climate-related risks and opportunities we have identified and their impact on our financial performance are addressed in detail in our 2025 TSRS-Compliant Sustainability Report.



All sustainability topics that impact our company or are affected by our operations are listed below:



Material Topics ^{3-1, 3-2}

We address our material topics under four categories in line with our Right Way to Live strategy and our double materiality assessment. These topics form the foundation of our sustainability approach and performance management processes.

Economic Responsibility

Economic Contribution
Circular Economy
Business Ethics

Employer of Choice Responsibility

Employee Satisfaction and Development
Occupational Health and Safety
Diversity, Equity and Inclusion

Value Chain Responsibility

Responsible Supply Chain
Customer Satisfaction
Digitalization

Environmental Responsibility

Climate Change
Waste Management



Economic Responsibility

- Economic Contribution
- Circular Economy
- Business Ethics

04



Economic Responsibility

Guaranteeing lasting sustainability relies on our ability to create economic value, which enables us to grow and prosper.



We have significant economic impact across our value chain, including our shareholders, investors, employees, suppliers and other business partners, and a responsibility to act ethically.

Generating sustainable economic value for our stakeholders is among our material topics. Accordingly, we focus on growth and efficiency to create sustainable value and economy of scale. In addition to increasing the number of our stores organically, we also grow through alternative sales channels, including franchising and e-commerce systems.

As part of our economic responsibility, we operate with ethical values. Our code of ethics, based on the principles of honesty and integrity, guides us in all our decisions and activities. As required in our Code of Ethics, which is aligned with the Universal Declaration of Human Rights, we always respect human rights in all our decisions and activities under all circumstances and expect all our stakeholders to uphold the same approach.

Key Performance Indicators FB-FR-000.A		2023	2024	2025
		Actual		
Economic Contribution	Revenue (TL million, nominal)	44,341	65,715	83,612
	Investment (TL million, nominal)	1,041	1,024	1,605
	No. of Stores	1,047	1,225	1,237
	No. of Franchise Stores	341	530	632
	Total Retail Space (000 m²)	564	586	528
	Direct Employment (people)	10,519	10,672	9,599

Key Performance Indicators FB-FR-000.A		2023	2024	2025	2026	2027	2028
		Actual			Targets		
Circular Economy	Ratio of Food Waste to Food Revenue (%)	4	1.1	1.17	0.9	0.7	0.6
	Rate of Food Recovered for Resale (%)*	2.7	11.0	4.97	20	20	20
Ethics	Ethics Training Completion Rate (%)	60	60	36	60	60	60
	Suppliers advised about CSA Human Rights Approach (%)	0	0	0	75	100	100

*The food waste prevention project - Go Beyond the Look and Try the Taste - that ran in 2022 and 2023 was expanded in scope in 2024 with the addition of different product groups.

➤ Please click to view the CarrefourSA 2025 ESG Key Performance and Target Indicators Report.

Economic Contribution

Economic Contribution Approach 3-3

- As a publicly traded company, CarrefourSA strives to create sustainable economic value for its stakeholders. Through these efforts, we aim to:
- > Deliver return on investments in line with partner and shareholder expectations.
 - > Provide competitive compensation and benefits to our employees.
 - > Ensure fair earnings and opportunities for our franchisees.
 - > Implement a fair pricing policy for our suppliers.
 - > Contribute to the economic growth of its business partners.
 - > Fulfill our legal and financial obligations to the state, including taxes, fully and on time.
 - > Make a meaningful contribution to the social needs of the country, particularly in areas within our impact.

Economic Value Creation 201-1

We focus on growth and efficiency to create sustainable value and economy of scale. Our strong growth is fueled by the success captured in our franchising and e-commerce businesses. We aim to respond to expectations by maintaining the momentum of this economic growth.



Key Financial Indicators	2024	2025
Revenue (TL million)	85,949	83,612
Gross Profit (TL million)	20,011	19,568
Operational Profit Before Tax (TL million)	-4,347	-8,358
Net Profit for the Period (TL million)	-3,732	-6,539

Note: Data based on the purchasing power in December 2025.

Key Operational Indicators	2023	2024	2025
No. of Stores (Total)	1,047	1,225	1,237
Mini	249	236	268
Super	399	398	259
Hyper	22	21	19
Gourmet	36	38	57
Franchise	341	530	632
Professional		2	2
No. of Stores Offering E-commerce	75	94	130
Retail Space (000 m²)	564	586	528

Contribution to Employment ²⁻⁸

At CarrefourSA, we not only create economic value but also make a wide social impact through the jobs we create. We currently operate with nearly ten thousand direct employees and contribute to an ecosystem of nearly five thousand people employed by our subcontractors and business partners.

CarrefourSA Employees			
Direct Employment	2023	2024	2025
Employees	10,520	10,672	9,599

Employees of Subcontractors and Business Partners			
Services	2023	2024	2025
Cleaning	578	565	637
Security	264	263	276
Service-Valet	38	38	40
Employee Catering	92	92	74
Logistics Warehouses	771	72	74
E-commerce Warehouse	77	79	8
E-commerce Logistics	167	191	204
Franchisees	2,074	3,132	3,640
Total	3,054	3,674	4,953

We also receive SSI (Social Security Institution) incentives for the jobs we create. ²⁰¹⁻⁴

Incentive	2024	2025
SSI Incentive (TL million)	282	313

Note: Net figures, not adjusted to inflation accounting.

Employees by Regions			
Region	2023	2024	2025
İstanbul	4,942	4,825	4,464
Aegean - Mediterranean	3,331	3,411	3,098
Central Anatolia, Black Sea, Eastern - Southeastern Anatolia	1,237	1,240	1,008
Marmara	1,010	1,197	1,029
Total	10,520	10,672	9,599

Local Recruitment

At CarrefourSA, we encourage local recruitment. When we open new stores or whenever new employees are requested by existing stores, we prioritize applications through İŞKUR employment offices or candidates residing in the respective store locations. In recruitment for our seasonal stores, we prefer candidates residing in those regions.

We launched the Recruitment and Talent Center for human resource management in 2023. Additionally, we continue to hire employees through the internship program carried out in cooperation with the Ministry of National Education. In 2025, we recruited 74 young people, including 33 high school interns and 41 apprentices through this program.

To attract locals for seasonal recruitment in certain regions and to locations where reaching candidates could be difficult, we placed visual job application materials containing QR codes at store entrances. These codes directed candidates to our recruitment WhatsApp line, where they could apply by answering a few short questions. With this approach, we introduced a faster, more accessible, and technology-driven application process.



Local Sourcing ²⁰⁴⁻¹

We source nearly all of the products we sell from local suppliers in line with our strategic priority of localizing our supply chain. Aiming to support local farming, we contact producers directly and reduce intermediaries where possible. This approach allows us to provide guidance on using the right seeds, ensure quality standards and support a sustainable pricing structure. **We purchase all of our private label products from local suppliers, guaranteeing supply continuity and freshness.**

Due to legal obligations and financial requirements, we work with cooperatives in purchases from producers. This practice not only ensures legal compliance but also supports an inclusive sourcing approach that strengthens cooperation with producers.



Activities

Creating Economic Value

We engage in various activities, including the Franchising System, E-commerce, Operator Model and Lean and Process Management, to maintain and increase the economic value we create.

Franchising System

We launched the franchising system in 2020 to support our economic growth targets. For this purpose, we adapted the proven franchising system that Carrefour Group has applied for years to the dynamics of our country. By year-end 2025, our franchise network grew to 632 stores. As a strategic priority, we aim for the franchisees to align with CarrefourSA's reputation and to comply with our operational standards. To achieve this, we support our franchisees and enhance their capabilities in critical processes such as inventory management, effective use of IT systems, logistics and marketing. We also develop protocols and conduct regular audits to comply with hygiene, quality and food safety standards and to maintain occupational health and safety practices.

In 2025, we launched important franchising projects, aiming to improve process efficiency, strengthen financial continuity and support operational excellence. We enhanced centralized control and accuracy in inventory and order management by including tobacco product groups in an automated ordering system across all franchisees.

Then, we deployed a partially automated ordering system in pilot stores, improving availability and optimizing inventory, particularly for high-volume product groups. To support financial sustainability and cash flow, we reduced the payment term for tobacco products to 14 days.

We also developed the AI-powered Smart Partner program, which allows franchise stores to access all the information they need, from training content to current account details and financial transactions, via a single platform. This program provides faster access to information and also improves operational efficiency.

We launched the **Franchise Management Platform** (bayilikyonetim.carrefoursa.com) to manage franchise applications via a single channel. By centralizing processes such as tracking applications from different channels on a single screen, contacting applicants by phone and SMS, and communication between the Channel Development team and franchisees via mobile and internet, we improved the effectiveness of process management.

E-Commerce Applications

The e-commerce operations that CarrefourSA launched in 2005 have gained momentum in recent years, driven by the efforts ongoing since 2018. As we continue to structure our store processes, we use a separate warehouse dedicated to the **CarrefourSA Ekstra** brand for distribution across Türkiye. In addition to home delivery, we develop business models such as store pick-up, direct delivery by suppliers and marketplace applications.

Operator Model

We developed the Operator Model to assign some of our product departments to other corporate entities. This is done in areas requiring specialized expertise and in provinces and regions with limited suppliers and logistical means. The model enables us to manage some product groups, including nuts, meat, fresh produce and bakery at such locations. We have partnered with several operators, thereby not only supporting local initiatives but also benefiting from their expertise.

Number of Franchise Stores



Indirect Economic Contributions 203-2

We also make significant indirect contribution to the national economy. Some examples of this indirect contribution include helping small local businesses with the additional customer potential that our stores create in their locations, enabling suppliers to grow and consequently supporting their employees and business partners:

- > **Economic Value for Suppliers:** Our suppliers are an essential part of our value chain. We contribute significantly to their economic continuity and therefore to job creation.
- > **Economic Value for Local Builders/ Suppliers:** When we open new stores and renovate existing stores, we prefer to work with local suppliers, manufacturers and builders in the respective cities and districts and select them from among teams with previous experience in the social conditions of the location. Through this practice, our investments also contribute to the local economy.
- > **Value Creation Through Sustainable Business Models:** We support farmers with our sustainable agriculture practices, animal husbandry with our livestock initiatives and fish and mussel farms through our fishing activities.
- > **Franchising Model:** We support entrepreneurs within our franchising system, enabling them and their employees to do business under the assurance of the CarrefourSA brand. We assist them in developing their business and creating jobs in their regions by ensuring that they offer products with CarrefourSA quality assurance to their customers.



Payments to the State 201-1

Like all commercial enterprises, we have a responsibility toward the state to fulfill our tax and other legal obligations completely and on time.

As part of our activities in this area, calculations of Corporate Tax Returns and Provisional Tax Returns are concurrently reviewed and assessed by Sabancı Holding Financial Affairs Department teams. Additionally, we procure consultancy services from independent audit firms when external opinions and advice are needed.

We apply various procedures within the organization to calculate all taxes (including VAT of products) accurately, ensure that only authorized individuals may intervene and conduct regular audits.

	2024	2025
Taxes and Fines Paid to the State (TL million)	3,979	4,226

* Consumer Price Index December 2025 Value

Contribution to Exports

Our export activities, albeit relatively small compared to our overall operations, represent a steady growth area. We export a portfolio consisting of mainly food items and private label products to various countries, including TRNC, Poland, Kenya, Mongolia, Georgia and Iraq. As a result, we indirectly support our local producers, enabling them to contribute to exports and national economy.

	2024	2025
Export Revenue * (TL million)	215	50

* Net figures according to Consumer Price Index December 2025 Value

Supporting Women Entrepreneurs

We support the initiatives of female producers, giving them an opportunity to reach customers through our aisles:

- > **Female Producers Market:** Since 2019, we have hosted the **Female Producers Market** on March 8 at our hypermarket in İstinye, Istanbul with partnering businesses founded by female producers. This store offers women the opportunity to promote their products personally and improve their products based on the feedback they receive during their direct engagement with the customers.
- > **Woven Bags of Heybeliada:** The woven bags made by women living on Heybeliada are sold at CarrefourSA stores to support the female makers.
- > **Clean Mussels Project:** Türkiye's first and only integrated mussel processing facility, located in Ocaklar, a village in Erdek, Balıkesir, creates jobs in the region and supports women's participation in the workforce. As part of this project, we recruited 30 women from Erdek, Balıkesir and neighboring villages without previous work experience.
- > **Women's Employment in Fresh Food Aisles:** We support women's participation in the workforce by employing them in fresh food aisles such as butcher, fish, bakery, and charcuterie. In 2025, we recruited 211 women to work in these aisles.

-  Please click to view the **Happy March 8 International Women's Day!** video.
-  Please click to view the **Clean Mussels Project** video.

Civic Investments and Social Support ^{201-1, 203-1}

CarrefourSA, a supporter of **UNICEF** since 2015, contributed to the **“Farm to School”** project, which aims to raise awareness about child labor in agriculture, in 2025. To mark November 20, World Children's Day, playgrounds were set up at designated CarrefourSA stores and UNICEF's **‘Face to Face’** teams joined the children to teach them their rights. Additionally, 3,700 customers provided financial support to UNICEF by donating to the UNICEF money boxes placed near the cash registers at 12 CarrefourSA stores.

We donate edible surplus food products for stray animals as part of the **Animal Friends Movement** project, made possible in cooperation with **HayKonFed**. We deliver those food products through HayKonFed volunteers. The project not only prevents food waste but also helps feed stray animals. In 2025, this support amounted to 75 tons of animal food donated. More than 2,000 volunteers participated in over 50 animal feeding events.



We launched the **Ghost Nets** project in 2025 to draw attention to the ghost net problem in the Marmara Sea and to support clean seas and sustainable fishing. The “Ghost Village” installation we built with 4 tons of ghost nets turned the threat under water into a tangible experience. In addition to supporting responsible fishing with 19 digital training videos for fishermen, we created jobs for 30 women in collaboration with the first integrated mussel production facility in Türkiye. **The Ghost Nets project earned global recognition in 2025, winning a total of 57 awards on various national and international platforms.**

-  Please click to view the **Ghost Nets** project video.

İnci Haseki

General Manager
UNICEF Türkiye National Committee

CarrefourSA has been a major supporter of UNICEF's “For Every Child” initiatives for the past ten years. We first partnered with the aim of contributing to efforts to prevent child labor in agriculture in Türkiye as part of the “This Burden is Too Heavy for Children” project. Every year we continue to celebrate World Children's Day and April 23 National Sovereignty and Children's Day with special events. CarrefourSA also hosts the face-to-face activities of the UNICEF Türkiye National Committee, contributing significantly to our efforts to raise awareness and raise funds for a future where children can grow up with equal opportunities. We hope that CarrefourSA will continue to be a strong long-term supporter of UNICEF Türkiye National Committee's work for many years to come.



We partner with Darüşşafaka Society and support the **Darüşşafaka “Children Design” Project** as a social responsibility. The bags designed by students at Darüşşafaka Educational Institutions are sold at select stores across Türkiye. In 2025, we sold 10,554 bags and donated all the proceeds to Darüşşafaka. We also sell recyclable bags at our stores and channel the proceeds to Darüşşafaka, TİDER and HayKonFed.



Community Awareness Workshops

Throughout 2025, we organized various awareness workshops for children and animal lovers.

- > April 23 - We hosted the **Little Chefs Culinary Workshop** at Maltepe Park.
- > May 31 - June 1 - We participated in the sixth edition of the Creative Children's Festival at Kadıköy Festival Park with the **“Right Way is Urban Farming”** workshop. More than 1,000 children experienced first-hand the process from planting seed to growing vegetables, and learned about urban farming, a production model that reduces carbon emissions.
- > September 18 - We held a **fish workshop** with children.
- > October 4 - To mark **World Animal Day**, we organized a feeding activity with animal lovers at İstinye CarrefourSA and built houses for stray animals.



As a Sabancı Group company, we opened the **CarrefourSA Technology and Impact Center** in partnership with Kocaeli University's Faculty of Technology. The center, launched as part of Sabancı Youth Mobilization campaign, provides training on software development, artificial intelligence (AI), data analytics, robotic process automation (RPA) and big data management, enabling project development for the industry. To date, we held face-to-face and online trainings on 19 topics with 2,347 participants.

We launched the **+1 Happiness** CarrefourSA project drawing from the idea of sustainable and accessible life to create a common awareness in society and increase the employment of disabled people.

In addition to facilitating the integration of individuals with Down syndrome, who have a chromosomal difference, into society, the project also aims to help disabled people contribute to the economy and participate in life. We identified buddies to support our employees with Down syndrome as they adjust to processes in the stores where they work. We also employed 8 people with Down syndrome at the Lezzet Arası restaurants in stores with human resources teams.

Our donations in 2025 amounted to TL 6,776,204.

Circular Economy

Circular Economy Approach 3-3

At CarrefourSA, we recognize that we play an active role in food retailing. Therefore we adopt circular economy as a sustainable business model for using resources efficiently and minimizing waste. Our goal is to preserve the value of resources and products for as long as possible, prevent waste generation and reintroduce recovered waste into the economy and society through reuse, recycling and upcycling. By integrating the circular economy approach into our business models, we aim to build a value chain from sustainable production to the consumer, thereby becoming a part of sustainable transformation within our ecosystem.



Food Waste

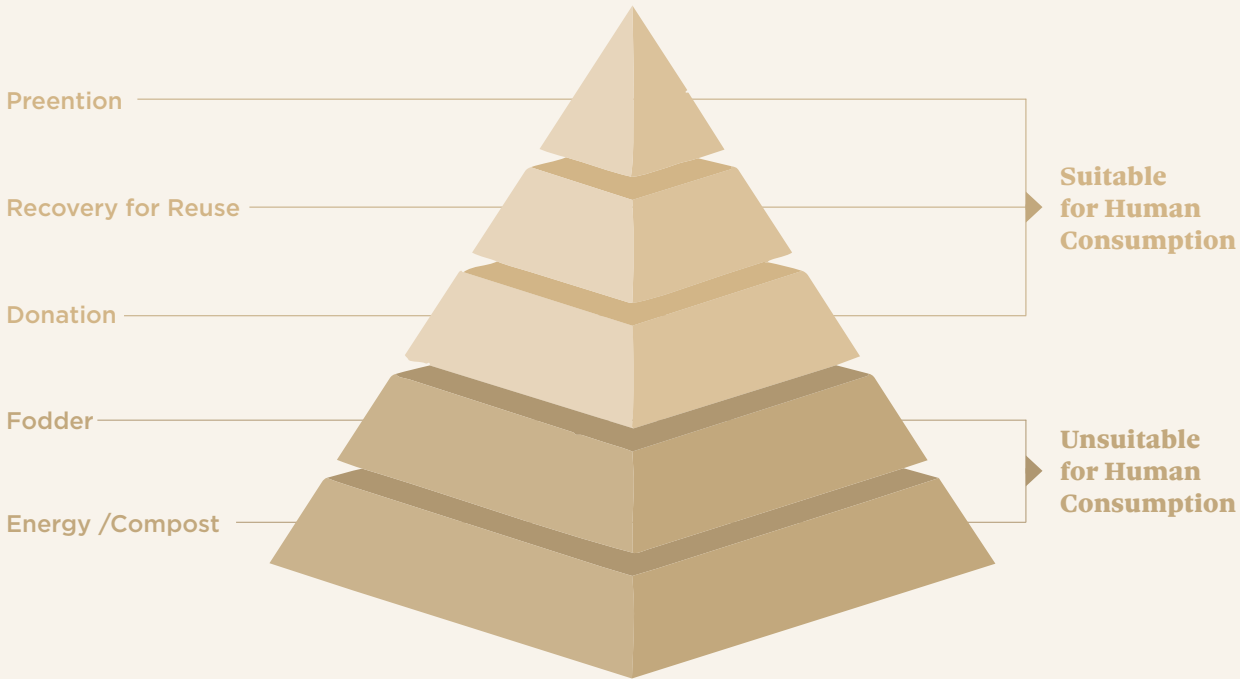
As a leading food retailer, we place great emphasis on combating food waste in terms of environmental, economic and social impact. In addition to depleting resources, food waste also represents a critical area in tackling climate change.

At CarrefourSA, we strive to reduce food waste with a responsible business approach and embrace the principle of accurate inventory management to streamline our logistics operations. We apply discounted pricing models to re-sell products that are fit for human consumption but may go to waste for various reasons. We promote the sale of products that are less visually appealing but still consumable, while we also inform our customers on this issue to change consumer perception.

We also promote food banking initiatives and donate surplus edible food for social benefit.

Rising temperatures due to climate change in recent years are among the significant factors affecting our energy consumption. Energy efficiency optimization efforts in our stores not only help preserve the freshness of our products longer but also reduce our environmental impact.

Food Waste Approach Pyramid



Food Waste	2023	2024	2025
Food Waste (tons)	15,029	17,894	17,792
Food Waste to Food Revenue Ratio (%)	4	1.1	1.17
Donated Food to Food Waste Revenue Ratio (%)	3.27	4.12	2.83

Food Waste Management Programs

Go Beyond the Look and Try the Taste

We run a campaign with the slogan ‘Go Beyond the Look and Try the Taste’ to promote the use of ripe produce with less than appealing looks. To prevent produce from going to waste, we started to offer such fruits and vegetables at discounted prices. If the products in the fruit and vegetable aisles are fit for human consumption but are not in the best shape or form or are discolored, bruised or have slightly damaged skin, etc. they are picked and sorted for resale at discounted prices.

In 2025, 4.97% of fresh produce, milk, dairy and ready-to-eat products, at risk of going to waste, were sold as part of this project, preventing waste generation. As a result, we not only achieved more efficient resource utilization but also offered food at more affordable prices.

➤ Please [click here](#) for more information on the project.

Food Donation

At CarrefourSA, we recognize the importance of preserving food and partner with FAZLA and Food Recovery Association to donate surplus food and non-food items from our stores. We also deliver food fit for human consumption to people in need through food banks.

For this purpose, we turn the products that are past their shelf life but are still fit for human consumption into social benefit. As a food retailer, we view food scarcity and managing food waste as a key responsibility. In 2025, we donated 35,352 items to food banks. Donations since the launch of the project amounted to TL 61 million in product value. The donated items range from packaged food, charcuterie, dried and essential foods to cleaning and hygiene products.

This approach, which directly contributes to multiple sustainable development goals, starting with SDG 2: Zero Hunger, helps reduce waste and plays a key role in combating climate change by decreasing our carbon footprint. At CarrefourSA, we remain committed to creating social benefit from surplus food generated in our operational processes and systematically donating food through collaborations and digital tracking systems.

Returnable Bottle Project

Supporting circular economy through the Returnable Bottle Management System, we actively participated in a pilot project launched by the Türkiye Environment Agency, first in Sakarya and later expanded to İzmir, Mersin, Samsun, Düzce, Ordu and Manisa provinces.

Launched by the Turkish Ministry of Environment, Urbanization and Climate Change with the goal of protecting the environment and creating a sustainable economy, the Deposit Return System (DRS) aims to actively collect and recycle returnable beverage packaging. Targeting the collection of approximately 20 billion single-use packaging items annually, the Returnable Bottle Management System not only contributes to sustainability but also helps prevent economic loss.

The Returnable Bottle Management System involves adding an extra fee to the price of products and packaging that could pollute the environment to ensure that these are regularly collected through direct consumer participation and to avoid uncontrolled waste disposal. Consumers who bring empty packaging to collection points at CarrefourSA stores are refunded the deposit amount, contributing to circular economy.

We plan to deploy the system across all our stores in 2026.



Environmental Label Practices

At CarrefourSA, we prioritize increasing the share of products with lower environmental impact in our portfolio and promoting a sustainable production and consumption approach. Accordingly, we integrate the “Environmental Label” system, a voluntary environmental performance assessment and award scheme certified by the Turkish Ministry of Environment, Urbanization and Climate Change, into our product development and sourcing processes.

Environmental label is a system based on scientific criteria and promotes products and services with a relatively low environmental impact throughout their lifecycle, from raw material sourcing to end-of-life disposal. The program aims to provide consumers with accurate, comparable, and non-misleading information regarding the environmental performance of products.

In line with our sustainability targets, we aim to promote ecofriendly production practices and consumption habits through our private label Carrefour Eco Planet products. The Carrefour Eco Planet Laundry Detergent was awarded the Environmental Label by the Turkish Ministry of Environment, Urbanization and Climate Change, following an evaluation based on established criteria, and making us the first company to receive an environmental label in the laundry detergent category. With **Carrefour Eco Planet Laundry Detergent**, we also became the first food retailer in Türkiye to receive an environmental label.

➤ Please click for more information on the “**Meet Carrefour Eco Planet Laundry Detergent with the Environmental Label!**” project.



In addition, our Carrefour Eco Planet Surface Cleaner offering and Carrefour Eco Planet Dishwashing Liquid have also been awarded the environmental label, expanding our Eco Planet range with products with certified environmental performance.

In line with our Right Way to Live vision, promoting ecofriendly products and services and supporting sustainable consumption habits and production practices form an integral part of our business model. Through our Eco Planet products with environmental label, we aim to reduce environmental impact, while helping our consumers access to more sustainable products.



Bring Your Own Packaging

We continue to offer the ‘Bring Your Own Packaging’ initiative launched with the aim of reducing single-use packaging materials and preventing waste. Through this model, we reduce disposable materials such as styrofoam trays, cling film and plastic containers used in the fresh food departments. The customers bring their own containers to shop meat, fish, cakes and breads, pulses, nuts and charcuterie in the quantities they need, preventing food waste and eliminating single-use plastic waste. This project allows us to encourage positive change in sustainable shopping habits, while offering an ecofriendly service model.

➤ Please **click here** for more information on the project.

Arif Dayıoğlu

Deputy General Manager
Uzay Kimya San. Tic. A.Ş.



As part of our partnership, we develop various products with EU Ecolabel certification, which demonstrates both their high performance and also compliance with international standards in terms of environmental impact.

CarrefourSA has an extensive network of stores and a strong supply chain, quickly and effectively delivering ecofriendly products to a broader consumer base. This partnership, built on the importance of quality and certification processes for both companies, creates a significant impact in terms of facilitating access to sustainable products, increasing consumer awareness and accelerating market transition.

The retail sector’s support and promotion of sustainable products, regulatory guidance and consumers’ conscious choices indicate that sustainable products will capture a larger market share in the years to come.

Other Waste with Economic Value

The disposal, second-hand sales and repurposing of all technical devices, including electronic waste and company vehicles, are subject to a procedure. No third party, subcontractor or contractor is permitted to take such items out of a store or dispose of them without the approval of authorized company employees. Our primary goal is to ensure that those products are reused or sorted based on their value, rather than making money from the waste.

- > We deliver electronic waste to licensed recycling/ recovery facilities, which separate them as repairable products and parts for use in other electronic devices. The remaining scrap parts that cannot be used are diverted to recycling.
- > Economic revenue is generated from the second-hand sales of technical equipment and store fixtures such as cabinets and shelves, which no longer fit the current concept, consume energy inefficiently, become dysfunctional, are damaged, or otherwise lose their useful properties. Damaged or scrap wooden pallets and crates in our stores and warehouses are recycled through second-hand sales, generating economic income. We also prefer reusable boxes and crates during transportation to proactively prevent waste generation.



Waste with Economic Value	2023	2024	2025
Income from Second-Hand Sales* (TL million)	16.5	13.0	40.0

** Income generated from the second-hand sales of electronic waste, other equipment and wooden pallets.*

Business Ethics 2-23, 2-24

Business Ethics Approach 3-3

Sabancı Group Code of Ethics defines the framework of our mutual responsibilities with our employees and all our business partners. This approach, developed in line with the Universal Declaration of Human Rights and the core conventions of the International Labour Organization, go beyond the applicable laws and regulations and is binding for all our employees, including the Board members and executives. We also expect our stakeholders to adhere to these principles.

Ethical Rules and Practices 2-25, 2-26

Since our Code of Ethics lies at the heart of our company culture, we provide business ethics training to all our employees at the start of their employment, when we also ask them to sign the Sabancı Business Ethics Declaration. To ensure that our employees stay up to date on business ethics, we also deliver annual trainings on related topics, including human rights and anti-bribery and anti-corruption.

➤ Please click for more information on CarrefourSA Code of Business Ethics.

Ethics Trainings	2023	2024	2025
Training Time (hours)	1,517	815	4,147
Completion Rate (Completion/Assignment) (%)	60	60	36

We provide various communication methods that the employees may choose to report their concerns and problems related to ethics violations in confidence. These include:

- > Ethics Line (0216 577 14 90),
- > Ethics Email (etik@carrefoursa.com)
- > Mail (to CarrefourSA Head Office Internal Audit Department)
- > C-Mobile (dedicated app for CarrefourSA employees)
- > Sabancı Holding Ethics Line (0212 385 85 85)
- > Call Center (444 10 00)
- > Sabancı Ethics Email (etik@sabanci.com)
- > Direct Reporting by the Employees (to the Head Office Internal Audit and HR Departments)

Actions	2023	2024	2025
Reported Ethics Violations + Head Office-initiated Investigations	974	855	908
Number of Investigations Launched	214	156	196
Number of Disciplinary Sanctions Imposed	1,022	705	1,008
Number of Employee Contracts Terminated	114	116	111

More than half of the ethics violation incidents are reported via our ethics line. We review the reports carefully and launch an investigation into the reported incidents if we identify an ethics violation. The relevant figures are disclosed transparently in this report to demonstrate our unwavering ethical commitment to all our stakeholders. Based on the reviews of the reported incidents, 908 investigations were launched in 2025, and those involving potential ethics violations have been investigated thoroughly.

When an ethics violation is identified as a result of the investigation, we impose disciplinary sanctions, which may escalate up to termination of employment. The reported incidents and their outcomes are listed in the table below:



Combating Bribery and Corruption^{205-1, 205-2}

We do not tolerate bribery and corruption under any circumstances. In line with **Sabancı Group’s Anti-Bribery and Anti-Corruption Policy**, we have defined the duties and responsibilities that all our executives and employees are expected to fulfil and disclosed them transparently on the corporate website for all our stakeholders to view.

The annual ethics trainings provided to the executives and employees include the topics specified in the Anti-Bribery and Anti-Corruption Policy. Completion rates of these training programs are also reported to the Holding’s senior management by the Sabancı Ethics Committee every year.

The Anti-Bribery and Anti-Corruption Policy is binding on all relevant stakeholders, starting with the company executives and employees. We also act in coordination with public authorities to monitor blacklisted individuals and companies and take measures to terminate our business relationship with those who are regarded as suspicious or risky for any reason, engage in behaviors that do not align with our corporate culture or continuously fail to comply with our processes. In addition to the individuals and organizations that commit bribery and corruption, people who enable, encourage, facilitate or endorse such behavior or fail to report such incidences despite having knowledge thereof are also subjected to sanctions.

Bribery and corruption risks are considered high in our industry, particularly in processes involving procurement, cash register transactions, loyalty cards, product theft, inventory/stock irregularities, cash register theft, wholesale and general expense items. Therefore, we continuously review the high-risk processes in stores and at the head office through regular audits and scenarios.

➤ Please click to access **Sabancı Group’s Anti-Bribery and Anti-Corruption Policy**.

Human Rights2-23, 2-24

Human Rights Policy3-3

Our Human Rights Policy, which forms an integral part of the Sabancı Group Code of Business Ethics and our Sustainability Policy, applies to all CarrefourSA employees and stakeholders. Committed to upholding international conventions and standards as a priority, we follow the fundamental principles described below and strive to fulfil and implement their requirements.

In line with the equal opportunity principle, CarrefourSA promotes diversity and takes actions to employ more people from different generations, women and disabled individuals in the workplace. We maintain an impartial approach to hiring, career and compensation management, without any bias against gender, ethnicity, religion, language, race, nationality, age, disability, marital status, sexual orientation, political views and similar issues. We also strive to create a safe and healthy work environment, uphold the right to collective bargaining and the right to association, support freedom of expression, prioritize data privacy, and stand against forced labor and child labor.



We are a signatory of UN Global Compact and Women’s Empowerment Principles (WEPs).

➤ Please click to view **CarrefourSA Human Rights Policy**.

Human Rights at the Franchisees

Provisions addressing the fundamental rights of employees are incorporated into the agreements signed with store owners that join the CarrefourSA family through the franchising system. The franchisee is a separate legal entity and the direct employer of the store employees. Even so, we specify the legal requirements in writing in our agreements and monitor the franchisee to ensure that all employee rights, including salaries, other benefits and social security premiums, etc. are honored and paid fully on time and obligations such as training are fulfilled.

Human Rights in the Supply Chain308-1, 408-1, 409-1, 414-1, 414-2, FB-FR-430a.3

We respect human rights as a key priority in our business processes and supply chain. Our human rights approach applies to all our stakeholders, including the players in our supply chain. We address this responsibility even more strongly for our private label suppliers. To ensure that our private label suppliers fulfil their responsibilities, we conduct audits on their compliance with legal rights, labor conditions, elimination of forced and compulsory labor, elimination of discrimination, employees’ participation in processes and occupational health and safety.

Employees’ Right to Collective Bargaining2-30, FB-FR-310a.2

We sign collective bargaining agreements to ensure that we achieve competitive levels in labor costs and maintain labor peace. In these agreements, we also define the responsibilities of the labor union and CarrefourSA regarding gender equality, labor conditions for disabled employees and provision of a fair work environment. The collective agreement also covers topics such as employee bonuses as well as education, marriage, birth and death allowances, which are guaranteed in writing. The ratio of employees covered by the collective bargaining agreement currently stands at 72%.

Employees Covered by Collective Labor Agreement	2023	2024	2025
Ratio of Employees Covered by Collective Agreement (%)	67	69	72





Employer of Choice Responsibility

- Employee Satisfaction and Development
- Occupational Health and Safety
- Diversity, Equity and Inclusion

05

Employer of Choice Responsibility

The objective of our human resources strategy, which aligns with the company’s mission, vision and core values, is to implement practices that strengthen the employee experience, support talent development and make a sustainable contribution to corporate goals. In line with this approach, we aim to:

- > Attract a qualified workforce to our company and invest in them.
- > Foster employee development.
- > Improve and strengthen the organization.
- > Manage the remuneration and reward system.
- > Drive employee motivation and loyalty.

Accordingly, we aim to focus on young talent and create more jobs, achieve ultimate employee satisfaction, provide training programs to foster continuous development and conduct structured performance and career appraisals.

In order to create a safe work environment, we update our Occupational Health and Safety Policy based on the evolving conditions and strive for continuous improvement. We also ensure that our OHS committees function efficiently and we take the necessary measures to minimize the risks of workplace accidents.

We do not tolerate any discrimination for reasons such as gender, religion, language or race. We exercise fairness in all practices and processes such as recruitment, career development, personal development and remuneration for both existing and prospective employees and offer equal opportunities.

We view becoming an Employer of Choice with exemplary practices as a priority responsibility.

[➤ Please click to view CarrefourSA 2025 ESG Key Performance and Target Indicators Report.](#)

Key Performance Indicators		2023	2024	2025	2026	2027	2028
		Actual			Targets		
Employee Satisfaction and Development	Number of Employees	10,520	10,672	9,599	10,000	10,000	10,000
	Ratio of New Hires (%)	41	51	44	40	40	40
	Employee Turnover (%)	28	38	38	40	40	40
	Ratio of Employees Under 30 (%)	27	27	26	30	30	30
	Ratio of New Hires Under 30 (%)	64	61	59	60	60	60
Occupational Health and Safety	Number of workplace guidance/ audits	374	370	3,357	550	600	650
	Total OHS training time (hours)	10,503	12,592	17,806	12,500	12,500	12,500
	Total incidents with lost days *	155	189	257	220	200	190
	Total incidents without lost days *	208	287	383	440	400	380
	Number of fatal workplace accidents	0	0	0	0	0	0
	Number of employees with occupational diseases	0	0	5	3	3	0
	Lost days due to injuries*	767	934	1,158	1,150	1,000	980
Diversity, Equity and Inclusion	Incident frequency rate*	5	6.22	8.54	7.07	6.43	6.40
	Female Employment Rate (%)	40	40	40	40	40	40
	Ratio of Female Executives (%)	27	28	29	30	30	30
	Ratio of Women in Promotions (%)	38	38	39	40	40	40
	Ratio of Women in New Hires (%)	51	46	49	50	50	50
	Ratio of Women in Employee Turnover (%)	42	44	46	40	38	36
	Completion Rate of Gender Equality Training (%)	57	43	32	80	80	80

* Targets for 2025-2027 have been set according to the October 2024 baseline when the warehouse subcontractor employees were registered as company employees

Employee Satisfaction and Development

Employee Satisfaction and Development Approach ³⁻³

At CarrefourSA, the human resources strategies are defined in line with the Sabancı of New Generation vision, which supports an agile and learning organizational structure that aligns with the rapidly evolving business world and adopts a high-performing culture. The objective of this approach is to foster and promote a performance culture and further enhance our operational excellence skills. Accordingly, our goal for human resources management and practices is to make CarrefourSA an “Employer of Choice” for its existing and prospective employees by creating a unique employee experience that gives individuals a purpose and opportunity for self-actualization and promotes fairness, continuous development, engagement, high performance and diversity.



Employment ²⁻⁷

We provide direct employment for approximately 10,000 people. Employee statistics as of year-end 2025:

74% are blue-collar

99.9% are on indefinite employment contracts

99.8% work full time

26% are under 30.

Employees by Position (%)	2023	2024	2025
Executive Committee	0.1	0.1	0.1
Group Heads	0.3	0.3	0.4
Managers	1.2	1.2	1.3
Supervisors	1.2	1.2	1.6
Senior Specialists	1.9	1.8	2.1
Specialists	2.1	2.0	1.7
Junior Specialists	0.3	0.2	0.2
Store & Warehouse Managers	6.1	6.1	6.0
Store & Warehouse Supervisors	11.4	12.6	13.0
Blue-collar Employees	75.4	74.6	73.6
Total	10,520	10,672	9,599

Employees on Fixed-Term and Indefinite Contracts	2023	2024	2025
Fixed-Term (%)	4	3	0.1
Indefinite (%)	96	97	99.9
Total	10,520	10,672	9,599

Employees on Fixed-Term and Indefinite Contracts by Regions									
Region	2023			2024			2025		
	Total	Fixed-Term (%)	Indefinite (%)	Total	Fixed-Term (%)	Indefinite (%)	Total	Fixed-Term (%)	Indefinite (%)
Istanbul	4,942	0.0	100.0	4,825	0.0	100.0	4,464	0.1	99.9
Aegean - Mediterranean	3,331	8.1	91.9	3,411	6.2	93.8	3,098	0.1	99.9
Central Anatolia, Black Sea, Eastern – Southeastern Anatolia	1,237	5.8	94.2	1,240	4.0	96.0	1,008	0.1	99.9
Marmara	1,010	7.7	92.3	1,197	2.3	97.7	1,029	0.7	99.3
Total	10,520	4.0	96.0	10,672	2.7	97.3	9,599	0.1	99.9

Full-time and Part-time Employees	2023	2024	2025
Part-time (%)	0.3	0.3	0.2
Full-time (%)	99.7	99.7	99.8
Total	10,520	10,672	9,599



Employees by Age Groups and Positions												
Position	2023				2024				2025			
	Total	30-(%)	30-50 (%)	50+ (%)	Total	30- (%)	30-50 (%)	50+ (%)	Total	30- (%)	30-50 (%)	50+ (%)
Executive Committee	8	0	63	38	7	0	43	57	7	0	0	100
Group Heads	35	0	83	17	37	0	70	30	37	0	68	32
Managers	123	0	88	12	126	0	87	13	121	0	83	17
Supervisors	121	3	90	7	129	1	91	9	158	3	87	10
Senior Specialists	196	12	84	4	189	13	82	5	197	14	79	7
Specialists	224	42	56	1	214	43	56	1	167	35	62	3
Junior Specialists	32	56	41	3	25	60	36	4	19	63	37	0
Field White-collar Store & Warehouse Managers	646	5	92	3	646	4	92	4	579	3	91	6
Field White-collar - Store & Warehouse Supervisors	1,203	16	81	4	1,340	18	78	5	1,246	20	74	6
Blue-collar Employees	7,932	32	62	6	7,960	31	60	9	7,068	30	58	11
Total	10,520	27	67	6	10,672	27	65	8	9,599	26	64	10

New Recruitment and Employee Turnover ⁴⁰¹⁻¹

New Recruitment and Employee Turnover Rates (%)	2023	2024	2025
New Hires	4,375	5,438	4,587
New Recruitment Ratio (to Average Number of Employees) - %	41	51	44
Employee Turnover	3,009	4,067	3,888
Employee Turnover Rate (to Average Number of Employees) - %	28	38*	38*

**Turnover rate is higher in the Aegean and Mediterranean regions, mostly due to seasonal or temporary employees.*

New Recruitment by Regions			
New Hires	2023	2024	2025
Istanbul (%)	46	45	46
Aegean - Mediterranean (%)	39	36	38
Marmara (%)	10	6	11
Central Anatolia, Black Sea, Eastern and Southeastern Anatolia (%)	6	14	5
Total Count	4,375	5,438	4,587

Employee Turnover by Regions			
Employee Turnover	2023	2024	2025
Istanbul (%)	60	61	53
Aegean - Mediterranean (%)	26	25	31
Marmara (%)	8	8	10
Central Anatolia, Black Sea, Eastern and Southeastern Anatolia (%)	7	6	5
Total Count	3,009	4,067	3,888



Young Talent ⁴⁰¹⁻¹

As of year-end 2025, 80% of our employees are Gen Y and Gen Z, with an average age of 37.

Employees under 30 constitute:



Our goal is for at least 59% of the new hires to be under the age of 30, thus increasing the ratio of employees under 30 to 30% by 2027.

Employees by Generations (%)	2023	2024	2025
BB	0.2	0.2	0.2
X	18.8	19.1	20.0
Y	72	68.0	50.5
Z	9	12.8	29.2

New Recruitment by Age Groups			
New Hires	2023	2024	2025
30- (%)	64	61	59
30-50 (%)	33	34	36
50+ (%)	3	5	6
Total	4,375	5,438	4,587

Employee Turnover by Age Groups			
Employee Turnover	2023	2024	2025
30- (%)	48	52	51
30-50 (%)	47	44	43
50+ (%)	5	4	8
Total	3,009	4,067	3,888



Employee Satisfaction

Ensuring the satisfaction and loyalty of our employees, who are our key stakeholders, is among our material topics. Therefore, we engage in various activities to measure and improve satisfaction levels.

Employee Satisfaction Survey

We conduct satisfaction surveys to measure our employees' level of commitment and satisfaction with our practices, to streamline business processes by taking into account their requests and suggestions and to elevate their satisfaction. The satisfaction level of our subcontractors' employees is measured by their own employers.

We take firm steps and make improvements based on the survey results. After analyzing the latest survey findings, we:

- > Made it possible for the existing employees to apply for vacant positions.
- > Reviewed areas of overall satisfaction and satisfaction with management, conducted exit interviews with the departing employees.
- > Started evaluating applications to the internal promotion programs using the objective Peoplise system.
- > Improved the physical conditions in the stores for employees.
- > Took additional measures in stores with low survey results.

Learning from the Experts

Learning from the Experts program offered by CarrefourSA is open to employees who aspire to gain professional knowledge and skills in the fresh food, fish and butcher departments and to external candidates who intend to learn a profession even if they are inexperienced. The six-month program is designed for employees to learn the tricks of the trade from trainers, who are experts in their respective fields, and to prepare them for a professional career in these areas.



Activities for Strengthening Employee Engagement

We adopt a people-centered approach to employee satisfaction and engagement as a key factor of corporate sustainability. Practices that motivate our employees, reinforce their sense of belonging and strengthen our corporate culture also contribute to the development of our social capital. We will continue to position our employee engagement practices not only as an integral part of our human resources policies, but also as a core component that supports the long-term value creation capability of our organization. Some of our employee engagement activities include:

Through **company clubs** focused on different interests, we offer our employees the opportunity to come together outside of a work setting and build stronger social connections. Ranging from sports like volleyball, basketball, rowing, running to theater, these clubs bring employees from different departments and locations around shared interests, support interaction between teams, foster a sense of belonging and contribute to employee satisfaction. They also help the employees connect with company culture through their personal interests and create social spaces that promote a good life-work balance.

Corporate Rowing Race

Our rowing team participated in the Corporate Rowing Race on June 29, 2025 and competed in its first official race.

Advancing up to the semi-finals in the race, the team demonstrated strong performance and cohesion among the members. As a good example of our corporate culture of supporting the physical and mental well-being of our employees through sports clubs, the activity offers an invaluable experience that fosters team spirit and solidarity.



As part of our practices supporting social interaction within the company, we bring together our store, warehouse, and Head Office teams on the same digital platform through **CSA Online Games**, organized in two seasons every year. In these events, different games are played in a tournament format via a web interface designed specifically for CarrefourSA employees, allowing our coworkers to participate anywhere using their computers or mobile devices. CSA Online Games promotes interaction among teams from different departments and creates an inclusive competitive environment, strengthening internal connection and supporting a sense of belonging within the company.

We aim to support the physical, mental, and social **well-being of our employees**. As part of our employee well-being approach, we provide our coworkers access to regular physical activity at the **C4Fit Gym** at the head office and offer free dietitian support three days a week to increase our employees' healthy eating awareness.

We recognize that social and cultural participation, along with physical well-being, are key components of the employee experience. Accordingly, we provide access to **culture and arts activities** to encourage participation in events such as theater plays and concerts. We enable access to opportunities related to personal interests and contribute to both work-life balance and engagement by offering the chance to win tickets in sweepstakes for special occasions like Hidirellez (Spring Celebration), World Theatre Day and World Art Day. These practices are testament to our approach of extending the employee experience beyond the workplace and addressing it holistically with a focus on social, environmental, and family aspects.



CarrefourSALI Talks

CarrefourSALI Talks, held periodically, is an internal communication practice designed to create an open and transparent communication environment between the Executive Committee members and our employees. During the online talks, questions and requests are directed to the relevant Executive Committee member.

Special Days

Aiming to promote inclusion, we carry out various activities that foster our coworkers' sense of belonging.

- > On sustainability-themed occasions such as **World Water Day**, we organize excursions to raise environmental and social responsibility awareness.
- > On **April 23, National Sovereignty and Children's Day**, we organize activities that include the children of our employees and create an inclusive interaction space that covers the family dimension of our corporate culture.
- > We make donations to NGOs and associations such as AÇEV, KEDV and Darüşşafaka on special days like Mother's Day and Father's Day on behalf of all employees.

C-Talks

Through the monthly **C-Talks** events, held at the head office with the participation of the CEO and Executive Committee members, we aim to create a direct and open communication environment between our coworkers and senior management. These informal meetings provide our employees the opportunity to ask direct questions and express their opinions on current issues and receive direct answers from the relevant Executive Committee member or the CEO. Additionally, we take the C-Talks events out of the head office and to the field, with Executive Committee members, excluding the CEO, answering the questions of store managers on processes and discussing daily operational matters and strategies to increase employee engagement.

Internal Surveys

The feedback received through internal surveys shapes various practices. This year, we conducted surveys on topics such as post-event reviews, preferences regarding content, timing and venues to increase participation in activities, cafeteria services and service satisfaction.

Employee Benefits

Remuneration and Other Benefits 2-19, 2-20, 201-3, 401-2

The scale of each job at CarrefourSA is determined by using an objective method that considers the specific role’s key responsibilities, its relative contribution to the organization and the knowledge/ skills/experience and competencies required for the respective position. After this analysis, a relative value is assigned to each role and a job level structure is built to serve as basis for salary and benefits management. In this process, an individual’s job scale, performance, internal balance and market conditions are also taken into account. We manage the compensation of our white-collar employees according to the competitive SAPEER salary database, built on KornFerry Hay Market Research and created by Sabancı Holding. Macroeconomic data, market research and the views of all our stakeholders, including the labor union, are also considered in the process.

We adopt an impartial approach to our employees’ union preferences and union organization process. As of year-end 2025, 98% of our blue-collar employees are unionized. In addition to general economic and industry conditions, the employees’ demands are also taken into consideration during the collective bargaining process, in which we strive to capture a balance between the negotiations and ensuring the company’s sustainable, profitable growth.

The collective bargaining negotiations between CarrefourSA and the Turkish Trade, Cooperative, Education, Office and Fine Arts Workers’ Union (“Tez-Koop-İş”) were concluded on March 26, 2024, with the signing of the new three-year Collective Bargaining Agreement for the period of January 1, 2024 - December 31, 2026.

Employee Development

Training and Development

We recognize that our human resource is our key asset for maintaining our success in a constantly evolving and increasingly complex world and value the importance of fostering the development of our employees.

In line with our strategic goals, we offer our employees hybrid learning opportunities in their development areas and fields of expertise under the **CarrefourSA Academy** umbrella. Guided by the ‘Future-Ready Leadership’ model, we support the career development of our leaders at different levels and employees in the talent pool with professional, innovative, experiential training programs. Following our Right Way for Continuous Development ideal, we achieve effective results by applying sustainable, inclusive, people-centered approaches focused on efficiency and high performance at work.

The main training categories offered to the employees on general and need-based topics through **CarrefourSA Academy** include the following:

- > Orientation Programs
- > Professional/Technical Training and Specialty Training
- > Legally Required Training
- > Behavioral Skills and Leadership Development Programs
- > Talent Pool (Succession) Development Programs

Annual Average Training Hours ⁴⁰⁴⁻¹ – by Positions			
Position	2023	2024	2025
Executive Committee	0.3	0.0	2.5
Group Heads	15.7	7.4	6.3
Managers	22.6	39.9	5.8
Supervisors	11.0	17.4	5.5
Senior Specialists	16.7	11.0	5.0
Specialists	12.9	12.4	4.6
Junior Specialists	19.9	12.7	4.0
Field White-collar Store & Warehouse Managers	17.4	12.5	3.5
Field White-collar Store & Warehouse Supervisors	25.4	9.6	4.4
Blue-collar Employees	6.2	3.1	5.2
Average	9.7	5.4	4.7

We welcome all new employees to CarrefourSA with an onboarding program, designed in a hybrid format, and ensure that they are accompanied by their peers throughout the orientation period to facilitate their

adaptation to our company and their new duties. Our subcontractors provide the relevant training to their employees.

Coaching and Mentoring Programs

As part of the internal mentoring processes managed through CarrefourSA Academy, we help our new hires adapt more easily to the company and their jobs, foster engagement, support career development and enhance their leadership skills. Additionally we support our field managers with professional coaching and our female store managers and young talent with mentoring.

Talent Development Programs ⁴⁰⁴⁻²

We value the importance of attracting and retaining talent. Therefore we design and deliver hybrid development programs through CarrefourSA Academy for our talent pool. Such programs not only build on the employees’ knowledge and skills but also strengthen their loyalty. The leadership development programs we offer within this scope last between two and 12 months.

Management Trainee and Leadership Programs:

- > CarrefourSA Academy Development Program
- > Field Leaders Development Program
- > Field Leaders Franchise Development Program
- > Logistics Leaders Development Program
- > Store Management Trainee Program (External Candidates)
- > Store Management Trainee Program (New Graduates)
- > Career Login MT Development Program
- > Women Leaders Development Program
- > Mentor Store Development Program

Performance Appraisals and Career Assessments ⁴⁰⁴⁻³

Performance Management is a process that aims to identify employees’ successful work results, behaviors that align with corporate culture and values and high performance. Following a process designed and structured for this purpose, employees work for a year on their personal career goals that align with the company targets and develop competencies in their focus areas. At the end of the year, the employees work with their superiors to evaluate their performance in these areas through mutual feedback.

As part of Organizational Success Planning (OSP), an average of 1,200 employees are assessed every year and their career paths are defined. Additionally, succession plans are created for all executive roles and critical positions. All white-collar employees (store and warehouse managers and the specialists and higher positions at the head office) are included within the performance appraisal process, which does not apply to blue-collar workers. We use different development and promotion mechanisms for these workers who do not go through traditional performance assessment. In 2025, 25% of the employees received performance appraisal.

C-Performance

C-Performance is our next-generation digital performance tracking system, designed to develop our employees’ skills, support their career journeys and improve employee engagement. Managers and employees benefit from the results of C-Performance results in mutual feedback interviews. We consider C-Performance results in promotion processes and include talent in training programs to develop them.

Blue-collar workers, who have served at CarrefourSA for at least a year and demonstrated a good command of the business, high performance and a potential based on the observations of their superiors may be included in the path to promotion. We run two programs for this purpose:

> **MAYA Program:** High performing employees with promising potential may be included in the promotion process after working at our stores for at least a year. Candidates who receive positive results in their personality inventories and one-on-one interviews are eligible to participate in the MAYA training program. The employees in this program receive classroom training plus on-the-job training, designed according to their needs, at a different store, working with the mentor store manager assigned to them. After two months of classroom and on-the-job training, those employees may be appointed to positions such as assistant store manager, department supervisor, administrative supervisor or head cashier.

> **YA Program:** High performing employees with promising potential who have worked at managerial positions at our stores for at least two years may be included in the promotion process as part of the Manager Placement Academy. The promotion process follows stages of the assessment center: group case studies, adapted to the competencies expected from a position, presentations and role plays to observe the behaviors on the job.

MAYA Program	2023	2024	2025
Participants	122	182	129
Graduates	115	153	112
Appointments	94	124	70

YA Program	2023	2024	2025
Participants	51	95	68
Graduates	46	80	68
Appointments	46	80	68

Occupational Health and Safety



Occupational Health and Safety Approach ^{3-3, 403-1}

At CarrefourSA, we try our utmost to create a safe work environment for our employees and deliver quality and safe service for our customers. Therefore, we shape our Occupational Health and Safety Policy with a continuous development approach in alignment with the latest developments.

This approach, which applies to all employees, is based on Law No. 6331 on occupational health and safety and relevant regulations.

Occupational Health and Safety Practices ^{403-3, 403-5, 403-7}

We employ occupational safety specialists and workplace physicians to meet our legal obligations. We outsource this service to specialists from firms authorized by the Ministry of Labor and Social Security. These appointed specialists are tasked with performing risk assessments, preparing emergency response plans, providing OHS training to employees, inspecting the sites and working with OHS committees.

Pursuant to article 13 of Law No. 6331 on occupational health and safety, all employees may put in requests to the employee representative (union representative) and workplace manager using available communication channels to assess incidents and

take the necessary measures when they encounter a serious and imminent danger. The workplace manager addresses the situation with the regional manager, reaches a decision and informs the employee. If a serious and imminent danger is unavoidable, the employee is free to leave the workplace or the danger zone and go to a designated safe place without having to comply with this decision. The employees will not be sanctioned due to exercising their rights.

Service providers working in renovations and new store openings are required to implement OHS measures and practices, which are covered by provisions in the agreements.

All our employees or those of our subcontractors receive OHS training directly or via their employers. In 2025, The face-to-face and online sessions provided in 2025 amounted to a total 17,806 hours. Employees, whose jobs require professional qualification such as meat processing, baking, storage and receiving goods are provided with OHS training in their respective fields. In addition, all employees gain basic OHS knowledge during orientation before starting work.

Our occupational health services include proactively protecting the health of all company employees as well as subcontractor employees working at high risk warehouses and responding to workplace accidents. We provide comprehensive health screening for our employees, employ a workplace physician as part of our legal obligations and form occupational health committees. The health records of our employees are kept in their digital personnel files accessible only by authorized people.

Actions in 2025:

- > We initiated visits by OHS Specialists and Workplace Physicians to stores with fewer than 50 employees. Throughout the year, **3,357** visits were carried out at our workplaces.
- > The employees received **8,756 hours** of face-to-face OHS training and **532 hours** of Fire Intervention training in total.
- > We delivered **628 hours** of Technical OHS Training to the employees working in departments (butcher, deli, fish, bakery, warehouse, e-commerce) requiring professional skills.
- > We provided **920 hours** of theoretical and practical training on working at height by IRATA-certified trainers, enhancing the competence and awareness of the employees at our logistics warehouses.
- > Relevant public institutions conducted **inspections for 11 occupational diseases and two SSI audits**, which were all completed without any problems.
- > **1,192 employees** at our logistics warehouses received professional qualification certificates in **equipment use** and improved their competencies.
- > The **OHS system** at all our stores and warehouses was internally audited.

➤ Please click for more information on CarrefourSA Occupational Health and Safety Policy.

In the process of opening new workplaces, we regularly inspect the construction work and the construction companies to detect risks in advance. After the inspections, we inform relevant departments and follow through their actions to rectify the detected nonconformities.

OHS manuals have been created for each specific operation and disseminated digitally via the mobile app to raise awareness in our workplaces and keep the employees up-to-date about the latest practices. Furthermore, an OHS Manager Guide was created for workplace managers and also shared digitally. This guide ensures that workplace managers are informed about OHS guidelines and the documents required by legislation.

A digital OHS assistant has been integrated into the internal mobile app to assist the employees about their questions regarding OHS practices. With 75 questions on 10 different topics asked and answered in 397 different ways, employees quickly access the information they seek in the digital environment.



Managing OHS Risks 403-2

After assessing and detecting the risks in our workplaces, we first work to eliminate the risk at its source. If the risk cannot be eliminated at its source, we ensure that it is replaced with a less risky one. Additionally, we try to eliminate the risk by providing our employees with personal protective equipment, and when this is not possible, we try to contain it at an acceptable level.

OHS risk management enables a disciplined approach to detecting, assessing and controlling the hazards in our workplaces. This allows us to create a safe and healthy work environment for both our company and our employees.

OHS Committees 403-4, 403-8

As of year-end 2025, there are OHS committees at 15 stores, classified as less dangerous workplaces with more than 50 employees, and 12 logistics warehouses, classified as dangerous workplaces. All OHS processes at other stores with fewer than 50 employees are carried out by partner Joint Health and Safety Units.

- > The OHS committee members include the workplace manager, occupational safety specialist, workplace physician, assistant manager, employee representative (union representative), security manager, maintenance officer, human resources officer and support staff.
- > Each member brings topics within their purview to the agenda of the monthly or quarterly meetings and submits them for discussion. The committee decides on the actions after deliberations. All employees report the hazards or risks they detect to the employee representative to facilitate action.

Workplace Accidents and Occupational Diseases 403-2, 403-9, 403-10

In the event of a possible workplace accident or occupational disease, the site manager immediately prepares a report and communicates the incident to the relevant head office department. The actions to take for such incidents or the situations that may affect reporting are defined in the operating procedures. This allows the individuals reporting the incidents to be protected against retaliation and enables all incidents to be reported and recorded. These procedures apply to all employees, subcontractors and customers.

We categorize workplace accidents as near-miss, simple injury, serious injury and loss of limb. We investigate workplace accidents by conducting root cause analyses using specific forms. This allows us to identify the causes and determine the precautions. The main causes of workplace accidents in our company have been identified as slips, falls, cuts and equipment jamming. To mitigate such incidents, we provide training, introduce technical enhancements and create short informative animations for the employees to view.

Workplace Accidents	2023	2024	2025
Number of Fatal Workplace Accidents	0	0	0
Number of Workplace Accidents Resulting in Serious Injury	0	0	0
Number of Injuries with Lost Days	155	189	257
Total Number of Accidents	363	476	640
Workplace Accident Rate (based on Injuries with Lost Days)	5.33	6.22	8.54

Occupational Diseases	2023	2024	2025
Number of Fatal Occupational Diseases	0	0	0
Number of Occupational Diseases Resulting in Serious Injury	0	0	0
Total Number of Occupational Diseases	0	0	0
Occupational Disease Rate	0	0	0

Workplace Accident Rate = Number of injuries with lost days / total number of employees x 1 year x daily hours worked) x 1,000,000 hours

Diversity, Equity and Inclusion

Diversity, Equity and Inclusion Approach

3-3, 2-7, 202-1, 401-1, 404-1, 405-1, 405-2

At CarrefourSA, we do not tolerate any kind of discrimination, respect all differences and encourage free expression within the framework of our code of ethics. We exercise fairness in all processes and practices, including recruitment, career development, personal development and remuneration policy for our existing and prospective employees and offer equal opportunities. Our diversity, equity and inclusion approach is clearly defined in our code of ethics:

- > Sabancı Group’s human resources policies and practices ensure fairness in recruitment, promotions, transfers, rotations, remuneration, rewards, social benefits and all other applications.
- > We do not tolerate any discrimination against the employees because of their language, race, skin color, gender, political view, faith, religion, sect, age, physical disability or similar reasons.
- > No employee may demand privileges, extend any privileges to others or be subjected to special treatment because of differences in their gender, religion, language or race. Accepting or making concessions based on gender, religion, language, race or other differences will not be tolerated.

We view gender equality not only as a social issue but also as a critical area for sustainable and economic development.



Female Employees

40% Total Workforce	8% Board of Directors	29% Managers	
39% Promotions	49% New Hires	46% Employee Turnover	
98% Average Gender Pay Gap	4.7 Average Training Hours	4.9 Average Training Hours of Female Employees	89 Number of Franchisees with Female Investors/Leaders

Gamze Mengüç Sunel

Head of Field HR, Personnel Affairs, Payroll and Labor Relations



At CarrefourSA, diversity and inclusion are positioned as an integral part of our corporate culture. Bringing team members with diverse experiences and perspectives around a common goal makes our organization stronger and more innovative. We feel the energy of this diversity every day, both in the field and at the head office.

We see that the steps we take to promote gender equality reflect positively on the employee experience. We also view offering more opportunities to women in their career journeys and increasing their representation in leadership roles as a key priority.

We remain committed to advancing our diversity, inclusion and gender equality efforts. Our goal is to create a work environment that offers equal opportunities and to build a lasting organizational culture where differences are valued and everyone feels a sense of belonging and unlock into their full potential.



Employees by Gender and Position									
Position	2023			2024			2025		
	Total	Female (%)	Male (%)	Total	Female (%)	Male (%)	Total	Female (%)	Male (%)
Executive Committee	8	38	63	7	29	71	7	29	71
Group Heads	35	26	74	37	35	65	37	32	68
Managers	123	36	64	126	31	69	121	31	69
Supervisors	121	38	62	129	40	60	158	39	61
Senior Specialists	196	53	47	189	52	48	197	53	47
Specialists	224	53	47	214	54	46	167	48	52
Junior Specialists	32	41	59	25	44	56	19	63	37
Field White-collar Store & Warehouse Managers	646	22	78	646	21	79	579	23	77
Field White-collar Store & Warehouse Supervisors	1,203	26	74	1,340	28	72	1,246	29	71
Blue-collar Employees	7,932	43	57	7,960	42	58	7,068	43	57
Total	10,520	40	60	10,672	40	60	9,599	40	60

Promotions by Gender									
New Position	2023			2024			2025		
	No. of Promotions	Female (%)	Male (%)	No. of Promotions	Female (%)	Male (%)	No. of Promotions	Female (%)	Male (%)
Executive Committee	0	-	-	-	-	-	-	-	-
Group Heads	2	0	100	7	57	43	4	0	100
Managers	14	36	64	26	23	77	13	23	77
Supervisors	21	38	62	37	38	62	43	37	63
Senior Specialists	45	58	42	38	50	50	61	57	43
Specialists	25	28	72	17	53	47	26	38	62
Junior Specialists	3	33	67	2	100	0	2	100	0
Field White-collar Store & Warehouse Managers	91	36	64	81	28	72	92	29	71
Field White-collar Store & Warehouse Supervisors	131	36	64	289	38	62	195	39	61
Total	332	38	62	467	38	62	436	39	61

New Hires by Gender			
Gender	2023	2024	2025
Female (%)	51	46	49
Male (%)	49	54	51

Employee Turnover by Gender			
Gender	2023	2024	2025
Female (%)	42	44	46
Male (%)	58	56	54

Gender Pay Gap by Position			
Average Salary of Women / Average Salary of Men (%)			
Position	2023	2024	2025
Executive Committee	87	101	82
Group Heads	98	75	108
Managers	109	100	120
Supervisors	108	147	108
Field White-collar Store & Warehouse Managers	89	102	87
Field White-collar Store & Warehouse Supervisors	92	84	91
Senior Specialists	100	108	98
Specialists	102	111	101
Junior Specialists	91	93	88
Blue-collar Employees	94	97	120
All Employees	97	96	98

Starting Salaries by Gender			
Ratio of Starting Salary to Minimum Wage	2023	2024	2025
Female (%)	150	181	151
Male (%)	150	181	151

Fixed-term and Indefinite Employees by Gender									
Gender	2023			2024			2025		
	Total	Fixed-term (%)	Indefinite (%)	Total	Fixed-term (%)	Indefinite (%)	Total	Fixed-term (%)	Indefinite (%)
Female	4,234	6	94	4,224	5	95	3,834	0.2	98
Male	6,286	3	97	6,448	1	99	5,765	0.1	99.9
Total	10,520	4	96	10,672	3	97	9,599	0.1	99.9

Full-time and Part-time Employees by Gender									
Gender	2023			2024			2025		
	Total	Full-time (%)	Part-time (%)	Total	Full-time (%)	Part-time (%)	Total	Full-time (%)	Part-time (%)
Female	4,234	99.5	0.5	4,224	99.6	0.4	3,834	99.8	0.2
Male	6,286	99.9	0.1	6,448	99.8	0.2	5,765	99.9	0.1
Total	10,520	99.7	0.3	10,672	99.7	0.3	9,599	99.9	0.1

Average Annual Training Hours by Gender			
Gender	2023	2024	2025
Female	10.9	5.7	4.9
Male	8.9	5.3	4.6
Total	9.7	5.4	4.7

Gender Statistics of Franchisees			
Gender	2023	2024	2025
Number of Franchisees with Female Investors and Leaders	77	60	89
Total Number of Franchisees	341	530	632
Ratio of Franchisees with Female Investors and Leaders (%)	23	11	14

Gender Equality Training

All our employees take the annual gender equality training. To date, 71% of our employees have received this training (in or before 2025).

Gender Equality Training	2023	2024	2025
Training Time (hours)	2,187	2,141	1,349
Completion Rate (Completion/ Assignment) (%)	57	43	32



Practices for Mothers and Parental Leaves ⁴⁰¹⁻³

All employees eligible for maternity or paternity leave have used their parental leave entitlements. More than 80% of those who returned to work continued their careers at CarrefourSA one year later. The turnover rate among new parents is significantly lower than our overall turnover, which is a strong indication that our approach helps mothers and fathers establish a healthy work-life balance beyond economic considerations.

We have introduced various practices to support our female employees during their maternity period. Included among these practices are hygienic and safe nursing rooms at our hypermarkets and head office, which also houses a daycare facility. Additionally, we offer a flexible model for new mothers, allowing them to work remotely during the legal daily two-hour breastfeeding leave after birth.

Parental Leaves	2023	2024	2025
Employees Eligible for Maternity Leave	235	199	124
Employees Taking Maternity Leave (%)	100	100	100
Employees Eligible for Paternity Leave	263	195	198
Employees Taking Paternity Leave (%)	100	100	100
Employees Eligible for Parental Leave – Total	498	394	322
Employees Taking Parental Leave – Total (%)	100	100	100

Employees Returning to Work after Parental Leave	2023	2024	2025
Female Employees	196	190	121
Ratio of Female Employees (%)	83	95	98
Male Employees	263	195	198
Ratio of Male Employees (%)	100	100	100
Total Employees	432	385	319
Ratio of Total Employees (%)	92	97	99

Employees Staying on the Job after Parental Leave	2023	2024	2025
Female Employees	133	126	91
Ratio of Female Employees (%)	69	63	73
Male Employees	230	175	173
Ratio of Male Employees (%)	87	90	87
Total Employees	363	301	264
Ratio of Total Employees (%)	78	76	82



WEPs Membership

We are a signatory of Women’s Empowerment Principles (WEPs), a joint initiative of the United Nations entity dedicated to gender equality and the empowerment of women (UN Women) and

UN Global Compact, demonstrating our commitment to promoting gender equality globally. CarrefourSA is the first food retailer in Türkiye to declare its commitment.

Equal Opportunity for Disabled Employees

We protect the rights of our disabled employees and support the steps they take to become active members of society. For this purpose, we strive to provide equal opportunity by prohibiting discrimination against disabilities in all recruitment and employment processes and ensure that they are offered fair and disability-friendly working conditions on an equal footing with other employees. We have also introduced some practices specifically for our disabled employees, who make up 2.9% of our total workforce.

- > Shifts end at 8.00 p.m. at the latest for the disabled employees working in the field.
- > The hearing-impaired employees may request badges and visually identifying materials that they can wear over their work uniforms to show their disability for better communication.
- > To improve the efficiency of OHS training programs, we provide them in sign language for our speech- and hearing-impaired employees.
- > We employ individuals with Down’s syndrome at the Lezzet Arası restaurants, enabling their inclusion in society and raising awareness.

Disabled Employees	2023	2024	2025
Number of Disabled Employees	292	295	274
Ratio of Disabled Employees (%)	2.8	2.9	2.9

Serving our Disabled Customers

Phone Order Service

Our visually impaired customers can use the ‘Phone Order’ service to place their orders by specifying the name of the store where they want to shop via the interactive voice response system, which then connects them to the requested store to place their order. If the store line is busy or does not respond, the customer can be diverted to trained call center representatives to place their orders.

Induction Loop for Better Communication

Some of the dedicated cash registers in our hypermarkets are equipped with an induction loop (IL) system that enables customers to turn on their hearing aids and hear the cashiers to communicate more easily without the distraction of external noises. IL systems use a specifically developed amplifier to convert ambient sounds into magnetic waves. People wearing hearing aids perceive these magnetic waves without the need for any additional devices, thanks to the ‘telecoil’ mechanism within their aids.



Digital Screens

The digital screens in our stores enable us to communicate with our hearing-impaired customers and provide information about the current in-store activities.

Low-rise Cash Registers

Some of our stores feature low-rise cash registers to assist our disabled customers in wheelchairs during their payment transactions.

Accessibility Services in Hypermarkets

We provide wheelchairs for customers with disabilities or chronic illnesses upon request to help them shop more comfortably.

We also offer specifically designed trolleys that our orthopedically disabled customers can use with their wheelchairs. Furthermore, we provide a dedicated cash register for our disabled, pregnant and elderly customers.





Value Chain Responsibility

- Responsible Supply Chain Practices
- Customer Satisfaction
- Digitalization

06



Value Chain Responsibility

Across all stages of our value chain, we **prioritize creating a responsible and sustainable business model by embedding environmental, social, and governance dimensions.**



We hold various responsibilities in each link of this chain, from sourcing our products and services to our operations and ultimately to our customers. Therefore, we develop and implement sustainable business models and responsible sourcing policies to maintain and increase the economic, social and environmental performance of our entire supply chain.

We regularly measure satisfaction along the customer journey from the first touchpoint to the shopping experience and then the consumption and use of the products to eventual disposal. We also draw strategic insights from feedback to continuously improve our processes.

Our digitalization strategy involves improving operational efficiency, increasing our competitiveness in terms of speed and costs and strengthening data-driven decision-making mechanisms. Throughout this transformation, we focus most importantly on creating the ultimate customer experience and building a resilient and sustainable value chain with lower environmental impact.

➤ Please click to view the **CarrefourSA 2025 ESG Key Performance and Target Indicators Report.**

Key Performance Indicators		2023	2024	2025	2026	2027	2028
		Actual		Targets			
Responsible Supply Chain Practices	Ratio of Sustainable Product Revenues to Total Private Label Revenues (%)	10	10	7	15	15	15
Customer Satisfaction	E-commerce Complaint Rate (%)	4.2	5.10	6.8	4.80	4.60	4.60
	First Call Resolution (FCR) Rate (%)	85	85	88	88	88	88
	Şikayetvar First Contact Duration (minutes)	00:01:23	00:01:24	00:01:52	00:01:20	00:01:20	00:01:20
	Customer Experience (CS) Index	89	85	81	86	88	88
	No-ship Rate* (%)	4.2	4.6	4.6	2.5	2.3	2.3
	E-commerce NPS* (%)	3.8	4.0	49.3	50.0	50.0	50.0
	Retail NPS* (%)	54.2	56.2	57.6	58	58.5	59
	Omnichannel NPS*(%)	54.2	56.0	57.5	56	57	57
	Product Shelf Availability	94	93.5	92.8	92	94	95
Digitalization	No. of Stores Offering E-commerce	75	94	130	215	230	250
	E-commerce Orders (million)	1.8	2.2	3.0	4.3	5.3	6.6
	Cybersecurity Score	93	95	96	96	97	97
	E-commerce site speed	2.75	2.5	1.8	1.75	1.5	1
	System accessibility	99.993	99.993	99.993	99.997	99.998	99.998
	Network accessibility	99.995	99.996	99.770	99.998	99.998	99.998

* Year-end values.

Responsible Supply Chain Practices

Since the first social compliance audit in 2022, we continue to adopt a holistic approach to assessing our private label suppliers in terms of the labor conditions and the social rights they provide within the framework of national legislation, international standards and ethical codes.

Responsible Supply Chain Approach ³⁻³

Building our supply chain on sustainable foundations is critical to our operational continuity and long-term value creation. Therefore, we view our supply chain not only as an operational aspect, but also as a strategic impact and transition area. Our approach of The Right Ones are at CarrefourSA offers a competitive perspective and represents our responsibility for serving millions of people every day. Climate change, biodiversity loss and evolving consumer expectations require us to rethink our supply chain not just as an operational system, but also as a strategic value creation area. Accordingly, we focus on transforming our supply chain into one that embraces low-carbon growth, increases resource efficiency and drives climate resilience.

In response to the new consumer mindset that evaluates products not only based on price and quality but also considers their origin, production conditions and environmental and social impact, we adopt adopting an approach that improves traceability, promotes responsible production and advances relationships with local producers.

As a company working with 5,612 suppliers globally, we apply a systematic approach in assessing, monitoring and mitigating risks. We regularly monitor our suppliers in terms of social and environmental performance and ensure that they uphold our responsible sourcing principles through agreements and quality protocols.

We conduct periodic audits and analyses at all suppliers, from the time we engage in a business relationship, to ensure compliance with quality and product safety criteria. We also perform on-site inspections across our animal product supply chain to support the implementation of animal welfare standards.

We require internationally accepted certificates to confirm that raw materials with the potential for deforestation and considered as risk commodities such as cattle, palm oil, soy, timber and paper/ pulp, cocoa, coffee and rubber are obtained from sustainable sources.

➤ Please click for more information on CarrefourSA Responsible Sourcing Policy.

Social and Environmental Practices Across The Supply Chain

Since the first social compliance audit in 2022, we continue to adopt a holistic approach to assessing our private label suppliers in terms of the labor conditions and the social rights they provide within the framework of national legislation, international standards and ethical codes. Through these audits, we aim to ensure that our suppliers provide a safe workplace where the fundamental rights of the employees are respected and the environment is protected in accordance with fair trade principles.

We started the process by conducting a risk assessment survey with our private label product suppliers, identified the material topics and categorized the risks.

This enabled us to systematically evaluate social and environmental compliance levels. Our risk assessment survey questionnaire is based on the Business Social Compliance Initiative (BSCI) principles.

We aim to ensure that our suppliers comply with the laws, set short-, medium- and long-term goals to improve their social and environmental performance and regularly integrate their learnings from the activities into their procedures. To date we have completed social audits - developed in line with the global practices of the Carrefour Group - in 60% of our private label suppliers and we plan to include the other suppliers in these audits in the coming years.



Sustainable Business Models

Private Label FB-FR-260a.2

We adopt the “Right Product, Right Supplier, Right Quality” approach in developing private label products and integrate our sustainability principles into the process. We employ various processes to select and develop all Carrefour-branded products and their suppliers and consider several parameters in accordance with the applicable laws and regulations, Carrefour Group criteria and CarrefourSA requirements.

As of year-end 2025, we offer more than 650 private label products, consisting mostly of food items. This broad product range, which we intend to expand further, allows us to offer quality and affordable products to our customers. We also aim to strengthen our commitments by considering the social and environmental impacts of these products.

In 2025, we developed healthy snacks like chickpea chips under the **Carrefour Veggie** and **Kids** brands, maintaining our innovative approach in this category. We also expanded the product varieties within the **Carrefour Eco Planet, Carrefour BIO, Carrefour Baby, Carrefour Selection, Qualt, Oui Voila, Bonheur** and **Les Actions** brands to appeal to a broader consumer segment. The Bonheur brand was diversified its portfolio with the addition of healthy alternatives like dried fruits, biscuits, and protein bars to the chocolate varieties.,

	2023	2024	2025
No. of Private Label Products	533	645	657
No. of Organic Private Label Products	43	34	36
No. of Sustainable Private Label Products	87	136	100



During the development of all our private label products, we determine their ingredients to contain less oil, salt and sugar. By using such ingredients, we aim to offer our customers natural and healthy alternatives. We also support our customers in making healthy choices and consider their allergen sensitivities by openly declaring the allergen contents and nutritional values of our products. With this approach, we promote a more balanced eating style with options that suit their dietary preferences.

We prioritize responsible sourcing for the raw materials used in our private label products and we extend this approach to reducing the environmental impact of both products and their packaging. We also promote the use of certified and traceable raw materials, contributing to the conservation of forest resources. We disclose our performance in this area transparently through our CDP Forests reporting and publicly share our commitment to sustaining natural life.

When determining the shelf life of our products, we make use of scientific data supported by microbial, chemical and sensory tests and analyses.

Additionally, we assess the sales conditions of our products carefully, considering several factors such as ambient temperature in the stores, product specifications and packaging conditions. This approach also constitutes a key part of our sustainability efforts to minimize food waste.

In our private label cosmetics and cleaning products like detergents, we avoid the use of animal-based raw materials, contributing to the conservation of natural resources and animal welfare. Similarly, we uphold our ethical values by not testing our products on animals.

The users’ safety and skin health is especially important in cosmetics and other products that come into contact with the skin. Therefore, we perform dermatological tests on volunteers with both normal and sensitive skin. We determine the ratio of fragrances used in our cosmetics and detergent products in accordance with the International Fragrance Association (IFRA) classification. We also review the recipes of our private label products carefully to ensure that they do not contain banned ingredients and allergens, which are clearly indicated on packaging.

In product development, making sure that the packaging is as safe as the product itself is a key consideration. Therefore, we also conduct migration tests on all packages to ensure food compatibility. Since 2020, 212 types of packaging have been analyzed and their food safety verified by accredited laboratories.

Carrefour BIO Organic Products

As a food retailer, we recognize that our operations are significantly reliant on healthy ecosystems and natural resources. Fertile soil, clean water resources and strong biodiversity are crucial for access to quality, safe and sustainable food. Therefore, we believe that organic products play a key part in reducing the use of chemicals in farming, protecting soil health and supporting nature’s balance. Organic production enables us to reduce our environmental impact and offer our customers more environmentally friendly alternatives.

We promote our organic product offering, which includes milk, eggs, nuts, dried fruits, legumes, fruit juice, vinegar, jam and cotton on the shelves and raise our customers’ awareness through communication activities, encouraging them to make conscious choices.

Products with Geographical Marking

Products with geographical marking are more than food items; they represent a social and environmental value in terms of the cultural heritage of their respective region, traditional production knowledge and nature-friendly farming practices. At CarrefourSA, we promote these products as a strategic priority, supporting local development and conserving biodiversity.

The geographically marked products on our shelves offer authentic, high-quality alternatives and also increase traceability and reliability in the food supply chain. Giving more visibility to these products contributes to the economic sustainability of local producers and guides our customers to more sustainable options nurtured by tradition.



➤ Carrefour BIO Aegean Sultani Raisins

➤ Carrefour Halloumi

➤ Carrefour BIO Organic Dried Figs

➤ Bonheur Maraş Ice Cream

➤ Carrefour Full Fat Aged Ezine Cheese



Sustainable Products

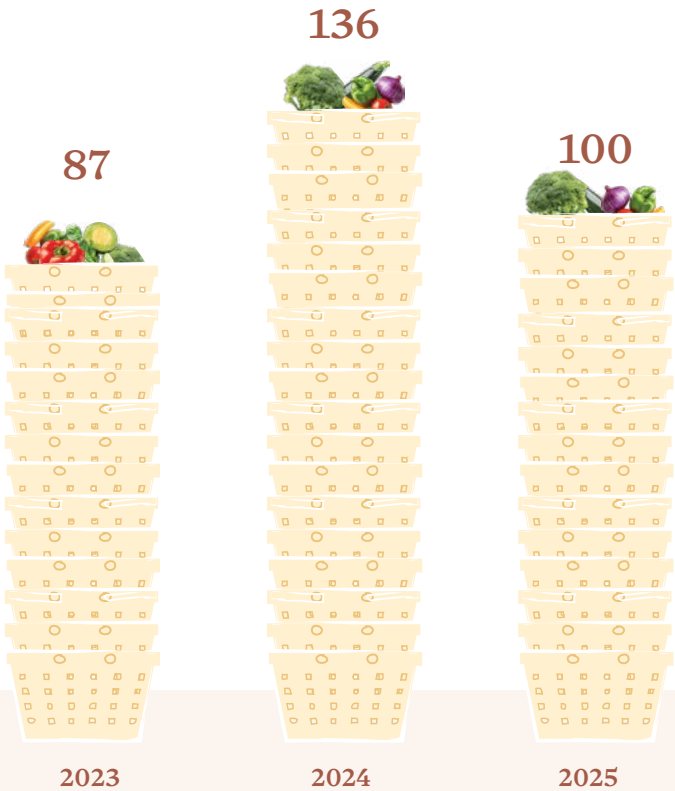
At CarrefourSA, we define products that respect nature, care about society and conserve resources in the long term as sustainable. During the selection of sustainable products, we consider the entire life cycle, encompassing raw material, production method, packaging, logistics, consumption and end use aspects as well as their social, environmental and economic impacts holistically.

Beyond product features, our sustainable product portfolio represents a holistic approach focused on environmental and social impact along the entire value chain. We consider products that hold international and local certifications, are developed using organic production principles, adhere to fair trade principles, respect animal welfare and have a relatively lower carbon footprint. This approach contributes to the conservation of natural resources and the widespread adoption of ethical standards in production processes, supporting long-term value creation.



Working in close cooperation with our suppliers, we diligently monitor certification processes and the validity of existing certifications. By offering products with recognized certifications and disclosing information transparently, we elicit consumer trust, which allows us to increase brand loyalty. At the same time, we aim to spread more sustainable consumption habits wider.

Number of Sustainable Private Label Products



Key Sustainable Products

Carrefour BIO Organic Milk

Carrefour Bio Organic Milk is produced with organic farming principles that we follow to support sustainable production practices that limit the use of chemical fertilizers and pesticides, promote biodiversity and consider animal welfare.



Carrefour Filter Coffee

Carrefour Filter Coffee is Rainforest Alliance-certified, assuring that our coffee production processes are carried out in compliance with environmental and social sustainability criteria. This certification demonstrates a commitment to conserving biodiversity, improving working conditions for farmers and agricultural workers and achieving a traceable supply chain. We aim to support responsible production and consumption while contributing to wider adoption of sustainable agricultural practices.



Carrefour Eco Planet Barbecue Charcoal

Carrefour Eco Planet Barbecue Charcoal, made by recycling hazelnut shells, helps reduce the environmental impact of agricultural waste and offers a sustainable product with low carbon emissions by reintroducing biomass waste into the economy.



Carrefour Eco Planet Toilet Paper

Carrefour Eco Planet paper products are designed to make use of recycled paper. Through this approach, we aim to contribute to reducing the use of primary raw materials and supporting the circular use of resources.



Carrefour Eco Planet Liquid Laundry Detergent

Carrefour Eco Planet Liquid Laundry Detergent is developed with entirely plant-based surfactants and offered in a concentrated form for improved efficiency. This concentrated detergent reduces the quantity used in each cycle and contributes to informed consumption habits that support resource efficiency. As the first organized food retailer to be awarded the Environmental Label by the Turkish Ministry of Environment, Urbanization and Climate Change in the laundry detergent category, we continue to develop products with certified ecofriendly performance.

Sustainable Farming

Partnering with agricultural cooperatives for vegetable and fruit projects allows us to offer quality, safe and affordable fresh produce to our customers throughout the year. Through these projects, we also aim to promote the use of local seeds and production. As part of our local seed and local product project, we created fresh food platforms in Bursa and Antalya to bring a rich variety of fresh produce we buy directly from the producers to our stores.

- > Our **Urban Farming Project** was developed to shorten the supply chain by promoting the local production, local consumption model. This project reduces carbon footprint of logistics operations involved in transporting food over long distances, while supporting farmers close to urban areas with glasshouses, etc.
- > We offer various brands' **products with geographical marks** in our aisles with the aim of preserving and leaving a legacy of rich Anatolian flavors for future generations.
- > **Contracted production** involves working with small family businesses and agricultural cooperatives.

In 2025, we worked with nearly 8 thousand farmers across Türkiye and purchased an average of approximately 10 thousand tons of fresh vegetables and fruits every month.



Organic Bread

As the first retailer in the industry to make organic bread, we continued our activities in this area in 2025. We sell the organic bread made in our hypermarkets under the **“Doğa Tat Carrefour”** brand.

Our organic bread production processes are certified annually by Ecocert. We follow applicable laws and regulations in production, while our food engineers at the stores monitor the packaging, labeling and other control stages.

We provide regular training for our store teams on production-related procedures, guidelines and regulations to ensure Carrefour quality assurance. No synthetic fertilizers, pesticides or chemicals are used in the cultivation of raw materials for organic bread. Furthermore, we verify that our products do not contain pesticides and GMOs through accredited laboratory analyses.

We use traditional methods and organic sourdough to make our organic bread. This approach preserves the unique flavor of the bread and its freshness longer. We make our organic sourdough yeast from organic Carrefour brand raisins and organic honey and use Carrefour Discount brand natural spring water in production. This practice allows us to standardize quality.

The Right Honey

Food sustainability depends largely on ecosystem activities that bees carry out through pollination. Much more than just making honey, bees are vital for the continuity of the entire ecosystem, maintaining biodiversity and ensuring food security.

Since 2017, CarrefourSA has adopted a dedicated approach to honey and beekeeping. For this purpose, we work in cooperation with beekeepers, especially those located in Ardahan, Kars and Adana regions that account for a significant part of honey production in Türkiye, and promote proper honey production, bee health, and sustainable beekeeping practices.

We deliver training programs for our suppliers to strengthen quality, hygiene and safety standards in honey production. We also develop quality protocols to improve traceability of honey production and promote sustainable practices.

Sustainable Livestock

FB-FR-430A.3

We carry out activities on sustainable livestock to support and modernize the livestock and animal husbandry sectors in our country and to ensure supply continuity in the desired quality and hygiene standards. As a result of these efforts, we offer our customers veterinarian-controlled, 100% local red meat from proven sources. The project, which primarily aims to support local producers, delivers many benefits, including cultivating pastures, ensuring animal welfare, supporting the healthy development of domestic breeds, working with local breeders to earn higher value from local sheep and cattle, improving quality and efficiency and selling the product at the right price to the customer.

We conduct regular site inspections and periodic product analyses at all livestock suppliers, even if they hold GFSI certification.

Animal Welfare

Our Animal Welfare Policy demonstrates our belief that proper animal care practices are based on both science and also ethical obligations and values to ensure that every animal in the CarrefourSA supply chain lives a good life.

Since 2019, we have been conducting animal welfare inspections in the farms and slaughterhouses of our red meat suppliers and in the coops of our private label organic and free range chicken egg suppliers. Our inspections are centered on the internationally accepted five freedoms of animal welfare, proposed by the Farm Animals Welfare Committee (FAWC).

In the red meat supply chain, we conduct audits and inspections at slaughterhouses selected - by applying the square root rule - from among the approved slaughterhouses of our suppliers. Similarly, we inspect the cage systems and welfare conditions in the poultry farms of our private label egg suppliers. We evaluate the audit results in one-, two-, three-year intervals and systematically monitor and track areas for improvement.

Animal Welfare Audits	2023	2024	2025
Red Meat Suppliers	6	8	3
Private Label Organic and Free-range Egg Suppliers	5	6	1
Total	11	14	4



Cage-free Egg Commitment

At CarrefourSA, we promote animal welfare as part of our sustainability approach. Our goal with this transition is to encourage more ethical production models, reinforce animal welfare standards in collaboration with our suppliers and offer responsible choices in response to evolving consumer expectations. Accordingly, we set a target to transition to %100 cage-free egg supply chains by 2030.

We educate our egg suppliers about production requirements, conduct regular inspections at the farms and work in cooperation to ensure the implementation of best practices. We also support them in creating the conditions in which chickens are given space and opportunity to roam, rest comfortably on perches, sleep and lay eggs away from stress. With this approach, we foster animals to exhibit their natural behavior.

Of the 60 product options, including national and private label products, 26 (less than half) are cage-free, while 34 are produced with conventional methods. In contrast, the distribution of sales clearly reveals a shift in consumer preferences: cage-free eggs now account for 53% of total sales, surpassing conventional production.

**Commitment for national brand and private label products.*

In 2025, the share of cage-free systems in our private label reached 47% of total sales and rose to 66% for national brands, indicating that the transition in this category is gaining momentum.



This is an indication that both product variety and consumer demand are shifting toward production models with higher animal welfare standards. At CarrefourSA, we aim to continue supporting this transition alongside our supply chain, contributing to the wider adoption of more ethical and sustainable production practices.



Heval Arslanparçası

General Manager
Pakköy Gıda



The year 2025 marked a milestone for us in cage-free egg production. At Pakköy, we transitioned to a cage-free production system that supports our production model and ensures sustainable animal welfare. This model allows chickens to exhibit their natural behavior in a healthier environment and represents the importance of ethical and sustainable production.

We clearly observe that the “consumers don’t read labels” belief is a misconception because consumer awareness is increasing, as is the demand for cage-free production.

Our partnership plays a key role in driving this transition and reaching a wider consumer base.

CarrefourSA's sustainability approach has a strong impact, supporting producers and encouraging transition in the sector. The retail chains' commitment to spreading cage-free production more broadly and the support they extend to producers are invaluable. Looking ahead, we anticipate this model to be adopted by more producers.



Sustainable Fishing

Sustainable fishing is a strategic area with direct impact on the fine balance between the conservation of marine ecosystems and the continuity of food supply. Overfishing and uncontrolled fishing activities lead to the depletion of fish stocks and damage marine biodiversity, posing significant long-term risks to both food security and the industry’s sustainability.

At CarrefourSA, we believe in the importance of consuming fish, a nutrient-rich food source, in a balanced and informed manner. Therefore, we support sustainable fishing for both its economic and also ecological and social benefits. Aiming to manage fishing in light of scientific data, we carry out activities to protect species, ensure the sustainability of stocks and promote proper catching methods.

We work in cooperation with suppliers and promote compliance with sustainable fishing criteria, while supporting practices that ensure traceability and transparency. In addition to offering our consumers only high-quality products, we also aim to build a responsible value chain that considers the future of the seas.



We currently operate seafood platforms in four cities: Gebze, Izmir, Antalya and Ankara. As of year-end 2025, we sell fish in 406 stores with the support of 379 dedicated employees. We only work with fish farms inspected by the Turkish Ministry of Agriculture and Forestry at every stage from production to store delivery.

We fully comply with aquaculture legislation and carefully monitor the seafood varieties subject to fishing and catching bans. In line with our sustainability approach, we prioritize cultured and farmed fish and work with farms, where all stages from production to the shelf are strictly controlled.

Fish Sales	2023	2024	2025
Total Sales Volume (thousand tons)	13	16	16
Share of Caught Fish (%)	16.3	13.8	6.9
Share of Farmed Fish (%)	41.8	40.0	34.6
Share of Imported Fish (%)	19.8	20.0	25.9
Share of Other Fish (%)	22.1	26.3	25.9
Caught Fish/Farmed Fish Ratio (%)	38.9	53.8	41.4

Clean Mussels

We launched the Clean Mussels Project in 2024 as an innovative and sustainable model to fill a major gap in the sector in terms of food safety and hygiene standards in Türkiye. The daily processing capacity at the facility in Ocaklar, a village in Erdek, Balıkesir, has already reached 1,000 kg, with the stuffed mussels produced here sold at our stores. We apply a production model that aligns with the global hygiene and food safety requirements and particularly the European Union standards. The Integrated Mussel Processing Facility also supports participation of women in the workforce by increasing regional employment. We employed 30 women without previous professional experience from Erdek, Balıkesir and surrounding villages and contributed to both individual and regional economic development.

Sustainable Sourcing Policies

Climate change, biodiversity loss and deforestation pose increasing risks on ecosystems and the resilience of food supply chains. At CarrefourSA, we recognize the seriousness of these risks and work to develop a supply chain that is sensitive to nature, socially responsible and traceable. By addressing the sensitivities within our area of impact, we aim to reduce environmental and social impact across all processes from production to consumption, support production models aligned with nature and accelerate sustainable transition in collaboration with our suppliers.

Biodiversity ¹⁰¹⁻¹

Biodiversity is crucial for the continuity of safe and sustainable food systems. Across a wide range of activities, from agricultural production to fishing, critical ecological processes, including soil yields, water cycles, pollinators and natural pest control, depend on the diversity of species in nature. Potential losses in this natural balance can pose risks in many areas, from raw material quality to product availability, impacting food retailers both operationally and strategically.

With an extensive operational network across Türkiye, we serve hundreds of thousands of customers every day. At the same time, we aim to reduce our impact on nature and contribute to biodiversity conservation as a strategic priority. We promote responsible use of natural resources across our supply chain and support practices that reduce the impact of agricultural, livestock and fishing activities on ecosystems.

Carrefour Group’s **“Act for Food”** strategy and international literature also inform our policy.

Our Biodiversity Policy and our motto The Right Ones are at CarrefourSA form the foundation of this approach. Beyond expressing our environmental commitment, this policy also provides a framework for our way of doing business, decision-making processes and long-term growth strategy. In line with the United Nations Convention on Biological Diversity, we strive to conserve natural habitats and maintain ecosystem integrity.

A holistic value chain approach to preventing biodiversity loss lies at the heart of our strategy. We address our impact beyond our own operations and manage it across a broad value chain, from our stores and warehouses to our logistics network, supply chain and private label product portfolio.

In our operations, we focus on increasing energy and water efficiency, improving waste management and reducing our environmental footprint. Additionally, we follow design standards that consider ecosystem sensitivity in our new store investments to develop a growth model in harmony with nature across all our locations.

Particularly in agricultural production, we work with responsible suppliers and support sustainable farming practices that use fewer chemical fertilizers and pesticides. At the same time, we aim to contribute to the protection of natural habitats through sourcing policies that mitigate deforestation risks.

Combating Deforestation

Due to its impact on climate change and biodiversity loss, deforestation ranks among the most critical environmental risks faced by the food industry. Converting natural land for farming and raw material production can destroy ecosystems, decrease carbon sinks and weaken food supply systems in the longer term. Therefore, we address deforestation both as an environmental issue and as a strategic priority for supply chain continuity, risk management and corporate responsibility.

Accordingly, we classify some raw materials with high environmental impact as “forest risk commodities” and monitor and improve processes involving such products. Timber and paper/pulp, palm oil and derivatives, soy and derivatives, cattle products, coffee and coffee products, cocoa and cocoa products, rubber and rubber products are among these commodities. Due to the land degradation and impacts on biodiversity as a result of these commodities, we promote responsible sourcing in our supply chain.

We work in close cooperation with our suppliers and systematically reinforce our processes based on audit, traceability and responsible sourcing principles. We align our purchasing criteria with environmental sensitivities and prioritize sourcing certified raw materials, supporting compliance with national and international standards on mitigating deforestation risks. As we contribute to the conservation of natural ecosystems, we aim to build a more transparent, resilient and sustainable supply chain.



Our Dependency on Forest Risk Commodities*



*Share in total annual private label spending.

We had previously set a target to procure 100% of forest risk commodities used in our private label products from sustainable sources by 2025. However, we encountered various challenges in the process, mainly due to the structure of our supply chain and the global dynamics of the relevant commodity groups. Achieving full transparency and establishing verification mechanisms across all levels of multi-layered and international supply chains down to all sub-suppliers require time and systemic change.

Still, we have made significant progress toward our targets and now we have adopted a robust approach for lasting and reliable transition. In 2025, we developed a roadmap aligned with the Science-Based Targets initiative (SBTi) and began addressing our climate- and supply chain-related impacts within a more holistic framework. In 2026, we aim to strengthen our supplier communications and data collection processes to accurately measure our products containing high-risk commodities and to strengthen our inventory.

In calculating the ratios of forest risk commodities, we apply different scopes based on the extent of traceability and data availability in the supply chain.

For commodities other than soy and cattle products used in animal fodder, the calculations are based on the ratio of annual private label risk commodity-containing product/raw material purchase quantity to the total purchase quantity. For soy and cattle products, the scope was not limited to private label products and national brand products were included, and the calculation was based on the total purchase price.

Forest Risk Commodity	Certification Requirement for Purchased Commodities	Share of Certified Commodities in 2025 (%)	2026 Target
Palm Oil and Derivatives	RSPO (Roundtable on Sustainable Palm Oil)	4%	5%
Soy and Soy Derivatives	ProTerra, RTRS, SSAP	86%	90%
Timber and Paper/Pulp	FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification)	27.2%	28%
Cattle Products	We source 100% of cattle products locally. We have committed not to source such products from risky locations (currently countries like Brazil and Bolivia).		
Coffee and Coffee Products	RA (Rainforest Alliance)	99.8%	100%
Cocoa and Cocoa Products	RA (Rainforest Alliance)	31%	33%

This methodological difference was preferred to ensure higher representation of the relevant commodities and to achieve a more accurate assessment in terms of scale.

➤ Please click for more information on CarrefourSA Biodiversity and Deforestation Policy.



Customer Satisfaction

Customer Satisfaction Approach ³⁻³

Customer satisfaction lies at the heart of CarrefourSA’s vision and mission.



Vision

To be the leading trusted and preferred food retailer that sources the right products from the right producers and sells them with the right pricing policy to its customers.



Mission

To understand the needs and expectations of our customers with the Next-Generation Market approach, to offer the right products sourced from the right producer and to sell them at the right price with the right service approach.

At CarrefourSA, we view the customer not only as a part of the shopping experience, but also as a strategic stakeholder at the heart of our value chain. We address shopping experience both as a product/ service offering and as a long-term relationship built on trust, transparency and value. We treat every feedback communicated to us both as a measure of satisfaction and as strategic data points that improve our processes.

Through our omnichannel structure encompassing our physical stores, online platforms and call center, we keep our customer interaction continuous, integrated and accessible.

Since food is a major factor that directly affects well-being, we always keep health and safety at the forefront across all stages of our value chain. We address our activities under the following topics:

- > Health and Safety (In the stores)
- > Hygiene and Food Safety (In the stores and warehouses)
- > Product Safety (In our products and suppliers)
- > Customer Experience

Customer Health and Safety ⁴¹⁶⁻¹

In all our operations, we fully comply with all applicable legal regulations and internal company policies, procedures, and guidelines to ensure the health and safety of our customers. Furthermore, official institutions’ audits and customer feedback contribute to our continuous improvement.

Customer Health Practices in Stores

We support our operational processes with a variety of detailed practices at our stores to deliver a safe shopping experience for our customers.

We make sure that all aisles and shelves are ready by store opening and that no boxes or equipment, etc., which could endanger customer safety, are left in the aisles or carts. Considering seasonal risks, we regularly salt the store entrances on snowy and icy days.

We use slippery surface warning signs during and after cleaning the store floors. We always keep our aisles and shopping carts in order so that our customers can shop safely comfortably in our stores.

Potential Store Accidents

We apply a standard operating procedure for accidents that customers may experience in our stores. Accordingly, the infirmary healthcare provider, if present, or a trained employee performs first aid after the incident. Then, depending on the severity of the injury, the emergency services (112 in Türkiye) are contacted or the customer is taken to the nearest healthcare institution accompanied by our managers or a designated companion. The emergency contact of the affected customer is called to explain the incident and then accompanied at the hospital. After the accident, we maintain contact with the customer and provide any support that may be needed

Emergencies

We have also developed a standard operating procedure for potential emergencies in our stores. This procedure applies to all customers as well as all fixed-term and indefinite employees, interns, subcontractors, visitors and business representatives. The procedure covers incidents such as fires, earthquakes, floods, storms, building collapses, explosions, workplace accidents, security threats and chemical spills/ leakage. In addition to preventive measures for such emergencies, we also define the actions to perform after an incident and manage potential risks. Through these actions, we aim to mitigate potential risks and to ensure a rapid, coordinated and effective response during crises.

Hygiene and Food Safety ⁴¹⁶⁻¹

To provide the right service and to ensure food safety along the entire chain from sourcing the food to delivering it to the end consumer, the Quality Assurance Team manages the whole process in accordance with the CarrefourSA Quality Management System, designed in alignment with applicable regulations and global best practices.

The safety and quality of the products in the butcher departments, where we process and package meat, are assured by our veterinarians. Similarly, food engineers are employed in the patisserie and bakery departments. Teams of specialized veterinarians and aquacultural engineers control the processes at our integrated facilities and platforms.

We recognize that our store teams play a critical role in our field operations. Therefore, we maintain close contact with our teams and provide on-the-job training to transform the CarrefourSA Quality Management System into a corporate culture. We also deliver face-to-face training for our teams with the aim of embedding our internal culture into this important system. As part of our franchise operations, we continued to carry out on-site and/or online hygiene and food safety alignment activities in 2025 to ensure the compliance of stores with the CarrefourSA Quality Management System.

As part of the environmental tracking plans, designed to monitor and maintain our hygiene standards, we work with accredited laboratories to test the suitability of production and processing through microbiological and chemical analyses on samples of food, water, ambient air and surfaces in contact with the products.

The analysis results guide us in implementing the necessary corrective and preventive actions.

At CarrefourSA stores with central HACCP management system, we ensure compliance with CarrefourSA Quality Assurance standards and legal requirements by expanding our CarrefourSA Professional HACCP plans to also cover our activities in the HoReCa channel. We check the accuracy of shelf life analyses of fresh produce sold in bulk at the stores. We also partner with accredited laboratories to conduct shelf life studies for every product we produce and process in our stores, verify the shelf lives by comparing them to the analyses throughout the year and ensure that products remain safe and fit for consumption throughout their shelf life.

In addition to the products we sell, the safety of the equipment and surfaces used for preparing and packaging the products in our fresh produce aisles is also very important to us. Therefore, we check the effectiveness of cleaning by regularly analyzing such equipment and areas.

We perform in-depth risk analyses on key parameters such as infrastructure, building age, city and seasonal changes for effective management of pest control activities and mitigating the risks in our integrated facilities, warehouses and stores. By reducing the use of chemicals in our pest control activities, we also aim to minimize our environmental impact and preserve a natural balance.

Hygiene and food safety inspections are conducted unannounced by independent third-party audit teams in our stores, warehouses, integrated facilities and e-commerce operations. These inspections are organized by our Internal Audit team.

We plan food safety culture initiatives and introduce process improvements based on the nonconformities detected before and after hygiene and food safety inspections. As part of these efforts, we perform site checks on basic requirements such as cleaning and sanitation practices, cold chain storage conditions, traceability, product safety, pest control activities, infrastructure and equipment in the goods acceptance, storage, production, logistics and sales stages.



Hygiene and Food Safety Audits	2023	2024	2025
Audits (Total)	762	1,135	1,308
Stores	762	1,122	1,296
Warehouses	-	9	8
Integrated Meat Processors	-	2	2
Integrated Bakeries	-	2	2
Number of Samples Analyzed During Audits	7,605	1,732	3,099
Number of Parameters Analyzed During Audits	13,155	16,244	7,707

Product Safety and Quality ⁴¹⁶⁻¹

In line with our Right Way to Live approach, we embrace ensuring the safety of our products and the well-being of our customers as CarrefourSA's primary responsibility. We have defined CarrefourSA Quality Standards, which guarantee the safety and quality of all our products and services, by carefully considering Carrefour Group's global criteria and adhering to applicable laws and regulations. We also strive to understand and meet our customers' expectations, maximize their satisfaction and elicit trust by managing our product safety processes within a transparent, traceable and controlled framework.

Beyond our own operations, we embrace quality together with our business partners at all stages from production to the shelf, building a shared understanding through trainings and communications. Through this approach, we aim to create sustainable impact across our value chain and to offer reliable products to our customers.

The CarrefourSA assurance logo on our private label products represents our confidence in the quality of our products. This approach is founded on the principle of 'Right Product, Right Supplier, Right Quality' and reflects our mission of providing a great shopping experience.

➤ Please click for more on CarrefourSA Quality Assurance Policy.

Quality Audits at Suppliers

We conduct audits prior to starting to source products from national brand and private label suppliers and at regular intervals based on their risks during the selling process. Depending on the audit results, we may choose to terminate the commercial relationship or give our suppliers time to take action by providing support as needed. Through continuous audits, we ensure that our suppliers fulfill their commitments to improve their processes and guarantee food safety. We also monitor supplier performance regularly to ensure the continuity of our cooperation, while improving customer satisfaction.

Regarding our private label products, we sign quality agreements with our suppliers to ensure product quality and customer safety. Despite having the necessary certifications, we require all of our private label suppliers to undergo our own audits. An audit and quality assurance team regularly inspects production conditions on site.

Products are developed in collaboration between CarrefourSA's Quality Assurance Department and the Private Label Category Department with suppliers who meet the required conditions during audits. As a result of audits conducted in 2025, 10 new private label suppliers were included in our production process after meeting our quality and safety criteria.



Quality Audits at Suppliers*	2023	2024	2025
Existing and Prospective National Brand Suppliers	110	111	140
Existing and Prospective Private Label Brand Suppliers	56	101	130
Total	166	212	270

* Follow-up audits are not included in the number of audits.

In inspections, we prioritize the availability of an established food safety culture at our suppliers. Therefore, we carefully assess the supplier teams’ compliance with the food safety culture. Questions regarding issues that directly impact product safety and quality, as well as adherence to the product recipes we provide are included within the scope of our inspections. In this context, we carefully assess all production stages of our products to ensure compliance with our standards.

Traceability is a key aspect considered during the inspections and audits. The supplier is required to have its own traceability process for all stages from receiving the packaging material that comes into direct contact with the raw ingredients and the product to the delivery of the end product to CarrefourSA warehouses/stores. During the audits, we perform checks to ascertain that our suppliers conduct their internal process controls, both operationally and on paper, from raw materials to the end product.

Managing the allergens is another relevant aspect. Best manufacturing practices are monitored to eliminate the risk of adding any allergens and contaminating the end product.



Food defense is among our primary focus areas in supplier audits. Food defense involves measures taken to protect the safety and integrity of products throughout the supply chain. To make sure that our suppliers anticipate any risks that may threaten the reliability of our products and take the necessary steps to mitigate these risks, we employ advanced audit processes.

Regarding our private label products, we thoroughly check the products with the geographical mark registration certificates for compliance, maintaining product quality and production in known specifications during supplier inspections. Furthermore, we verify the authenticity of the raw materials used in the products and whether they are supplied from the right geography on site.

Product Safety and Quality Analyses

Offering our customers quality and reliable products that comply with applicable regulations is essential for us. Therefore, we define and continuously improve the relevant processes. In addition to performing supplier audits, we also create detailed plans, which include documentation checks and product analyses for the products of national brands and private label suppliers, to ensure compliance with legal requirements and to meet customer expectations.

We digitally manage all our quality controls and analyses via the SAP QM module and monitor the entire process, from analysis parameters and evaluating results to nonconforming products, within an integrated system. Based on the analysis results, we rapidly take the necessary measures for nonconforming products and systematically follow up the actions.

National Brand Products

We check national brand products as well as meat, fish, fresh produce and bakery products according to CarrefourSA criteria, which include supplier audits prior to sourcing and selling along with analysis reports, legal permits and certificate controls. We do not sell products that fail to meet the relevant criteria. Additionally, products selected for risk assessments of branded and local products are analyzed physically, chemically and microbiologically in accredited laboratories for compliance with applicable regulations and product safety.

Private Label Products

We define the analysis criteria for our private label products according to applicable legislation and CarrefourSA quality criteria for sustainable quality. In addition to the analyses performed during product development by ministry-approved accredited laboratories, we also analyze randomly selected products from the aisles at regular intervals. In conducting risk analyses for Carrefour-branded products, we refer to information available on web portals such as Rapex and G  bis for lists of national and international unsafe products, consider fake and counterfeit product criteria and use a digital system that reviews data from around the world and reports product-related risks.

Product Safety and Quality Analyses						
	2023		2024		2025	
	No. of Products Analyzed	No. of Products Removed from Shelf After Analyses	No. of Products Analyzed	No. of Products Removed from Shelf After Analyses	No. of Products Analyzed	No. of Products Removed from Shelf After Analyses
National Brand Products	396	32	271	127	607	84
Private Label Products	1,454	20	1,732	54	1,837	69
Total	1,850	3%	2,003	9%	2,444	6%

Product Quality Controls at Central Warehouses

Our central warehouses are critical operation points where products undergo quality control processes before being shipped to our stores. Quality controls of the products arriving at our central warehouses are managed by warehouse quality assurance experts at the goods acceptance stage. We manage our quality control processes in our central warehouses with a team of experts, consisting of agricultural engineers, food engineers, chemists and food technicians. These controls allow us to ensure that the products comply with the standards and are fresh, safe and of high quality.

In 2025, quality controls were performed on 259,218 private label and national brand products, both damaged and intact, using 295,023 parameters.

Quality controls were conducted on 146,245.76 tons (35,790 products) of fresh produce arriving at the Fruit and Vegetable platform in 2025 for conformity with CarrefourSA quality criteria.

On our seafood platforms, products are inspected in accordance with the regulations of the Turkish Ministry of Agriculture and Forestry based on species, size, and freshness criteria. We accept goods only after checking freshness criteria, catch-size restrictions, and species bans, ensuring that only products that conform with regulations are placed on the shelves. Through these inspections, we also contribute to the continuity of species. In 2025, we inspected a total of 7,226 tons of seafood.

We regularly inspect the cleanliness and hygiene of the vehicles delivering from the warehouses to the stores, check the temperatures and support these processes with remote monitoring systems.

We provide regular hygiene and food safety training, designed specifically to address warehouse activities, to ensure that products are stored properly in our central warehouses, product safety is maintained and goods are shipped to the stores under the right conditions.



Customer Experience

Customer Experience Approach and Measurement

In order to create the ultimate CarrefourSA experience, we shape all customer processes around the motto “Be available where the customer wants to communicate.” This approach emphasizes the importance of adapting to evolving customer expectations and behaviors, constantly improving product and service quality and driving digitalization, while always focusing on sustainability.

We designed and developed **ProAct Insight CX Tracking System** as an innovative application to embed a customer-centric perspective across the organization and listen to the voice of the customer in real time.

This application allows us to:

- > Ensure a seamless customer interaction by identifying critical touchpoints.
- > Identify customers who are likely to churn, using data analytics and predictive modeling techniques.
- > Reduce customer churn and promote long-term customer loyalty by taking proactive steps to retain customers.
- > Predict the resolution time of any issue that may arise and inform our customers.
- > Monitor trends in customer sentiment by closely tracking social media platforms.

We regularly monitor our customer experience performance against indicators across different touchpoints.

Customer Experience Indicators	2023	2024	2025
E-commerce Complaint Rate (%)	4.2	5.10	6.8
First Contact Resolution (FCR) Rate (%)	85	85	88
Şikayetvar First Contact Duration (minutes)	00:01:23	00:01:24	00:01:52
Customer Experience Index	89	85	81

CarrefourSA Loyalty Program

As of year-end 2025, the number of active customers registered in the CarrefourSA loyalty program increased by 1.4 million year on year and reached 13.4 million. Every month, an average of 2.5 million loyalty customers visit our markets, including 7% online.

Throughout the year, the customers benefit from special offers created with advanced statistical models, as well as promotions such as point campaigns and discounts. Through these efforts, we analyze customer behavior in depth, personalize the shopping experience and enhance customer loyalty.

Product Availability

In food retailing, product availability is a core aspect of ensuring customer satisfaction. At CarrefourSA, we carry out various activities to make sure that our customers can always find the products they seek on the shelves and we carefully plan our inventory to ensure uninterrupted product availability while continuously enhancing our operations in light of demand volatility. In doing so, we not only manage stock levels effectively but also balance critical sustainability factors like expiration dates and inventory costs. This approach not only promotes customer satisfaction but also helps reduce food waste.

	2023	2024	2025
Product Shelf Availability (%)	94	93.5	92.8

Sensory Analyses

We work with trained panelists to perform sensory analyses on our private label products to offer products in a quality that meets our standards and aligns with the taste of our customers. We partner with third-party experts and organizations to perform our sensory analyses independently and objectively.

Before our food products are placed on the shelves, they are subjected to sensory analyses by a team of expert panelists who have passed taste threshold tests. On the other hand, our cleaning products and cosmetics first undergo efficacy tests in specialized laboratories and then sensory analyses and/or performance analyses. Sensory analyses are repeated routinely, ensuring the continuity of products that meet our customers' tastes. This approach allows us to systematically integrate customer feedback into product development.

	2023	2024	2025
Sensory Analyses (number)	271	250	333

Accurate Product Information and Labeling ⁴¹⁷⁻¹

We follow the Turkish Food Codex Regulation on Food Labeling and Informing the Consumer to ensure we provide accurate and transparent information on the labels of food products as required legally. This information includes product name, ingredients or contents, allergens, name and address of the manufacturer, origin of the product, net quantity, best-before or use-by dates, batch number, specific storage conditions and nutritional values, etc. Such details enable customers to make informed decisions and consume the products safely. We systematically control the products for compliance with this regulation, ensuring that the consumers are provided with accurate and reliable information.

To provide the most accurate and complete information to our customers, we prepare the labels of our private label products with great care. The energy and nutritional values declared on the labels of our private label products are based on accredited lab analysis reports. Nutritional values of ingredients such as fat, saturated fat, carbohydrates, sugar, protein, salt and fiber are stated clearly on the labels. If our products contain a significant amount of vitamins or minerals, such information is included on the label as well. We also provide guidance for healthy nutrition by clearly stating the amount of energy and nutrients in each serving and the daily recommended quantity on the label to inform the consumer.

This approach demonstrates our commitment to supporting our consumers in making healthy choices.

Our private label cosmetics and detergents feature key information along with detailed instructions, warnings and storage conditions to ensure that our products are used safely and effectively. With this approach, we aim to provide accurate guidance for our customers about our products, their use and safety. Our labeling process reflects our approach to prioritizing customer safety and transparency.

We monitor the contents of every product on our shelves closely to inform our customers accurately. In addition to making sure that the label of every product we sell complies with the legislation, we also check the labels at multiple points. This practice allows us to ensure that the products of different brands we sell in our stores meet our legal and regulatory obligations.

Our e-commerce platforms feature a 'product information' button, which the customers may use to view the labels of the products transparently. This application allows the customers to access all available information about the product before purchasing it.

We use social media platforms as an effective communication tool to provide our customers with accurate and reliable information on product quality, storage and safety features.



Concepts for Elevating Customer Experience

In 2025, we expanded our transformation journey with innovative and effective steps to elevate customer experience. As we strengthen our position in the sector, we continue to develop our alternative sales channels to quickly adapt to the evolving shopping habits of our customers. Operating with 1,237 stores in 77 provinces and our e-commerce platform, we reached 300 million visitors in total.



With investments ongoing in the F&B sector under the **Lezzet Arası** brand, we continued to offer our customers a unique dining experience at supermarket prices.

We grew to 16 Lezzet Arası restaurants in six cities. Meanwhile, the **Lezzet Arası Mutfak** concept, currently available in five locations, involves food delivery for our brands offering various types of food.

Through **Lezzet Arası Catering**, added to our F&B portfolio in 2024, we cater for various events, from receptions to corporate meetings, with a rich selection of menus carefully curated by Lezzet Arası chefs.

Our investments in the HoReCa industry with the **CarrefourSA Professional** brand are delivering returns. Operating out of our distribution center in Antalya and the HoReCa store in Bodrum, we offer food and non-food solutions to professionals.

Our **CarrefourSA Mavi** boat, designed in a marine market concept, cruises the Selimiye and Göcek bays and delivers approximately 2,000 types of products, from packaged fresh vegetables and fruits to seafood and beach items, to our customers at sea. For orders placed via the CarrefourSA Mavi boat, we also offer drone delivery to support operational efficiency.



Developed as a subsidiary of CarrefourSA, with **Bonheur Coffee & Bakery** we aim to create a modern experience space offering quality coffee and a rich product variety. Appealing to all tastes with a rich product offering, Bonheur Coffee & Bakery currently operates with five stores in Istanbul and Ankara.



The **CarrefourSA Express** format, developed to adapt to dynamic city life, supports our customers in quickly shopping their essential needs. This compact store model, integrated with digital solutions and sustainable practices, not only offers a time-saving shopping experience but also responds effectively to changing consumer expectations.

The **Patifour CarrefourSA** concept, developed with the ‘The New Way to Live with Our Pets’ motto, opened in Sahrayıcedit, Istanbul. Drawing inspiration from the growing role of pets in homes, Patifour offers a multifaceted and integrated experience space that features a Bonheur Coffee & Bakery café, grooming and veterinary services, collaborations and events organized by experts.



➤ Further information on all investments is provided in the **CarrefourSA 2025 Annual Report** (pp. 44-46).

Digitalization

Digitalization Approach ³⁻³

At CarrefourSA, we view digitalization both as a tool for improving existing processes and also as a strategic leverage that radically transforms the way we operate. In line with this approach, we aim to build an agile, more efficient and faster system that is more balanced in terms of costs and most importantly, customer-oriented by placing technology at the center of our business. This approach also allows us to achieve significant gains in terms of product traceability, supply chain management and reducing loss and waste.

By investing in digitalization, we elevate the customer experience across all touchpoints and improve the employees' productivity through streamlined processes. We interpret and integrate available data into our decision-making processes and support both operational excellence and sustainable growth by ensuring that all business processes are traceable, measurable and can be reported.

We believe that data security is key for building a trust relationship with our customers. Therefore, we prioritize the protection of consumer data by always maintaining up-to-date digital system infrastructures.

We periodically report our digitalization performance to Sabancı Group in line with its material topics, contributing to a sustainable future driven by technology.

Aiming to shape the company's future and increase its competitiveness, we launched a major AI-driven digital transformation project. We established a Digital Transformation Office to improve business processes by following technological innovations, enhance employees' digital skills and provide better customer service. In 2025, we introduced 85 transformation initiatives and 62 development projects.

CarrefourSA R&D Center

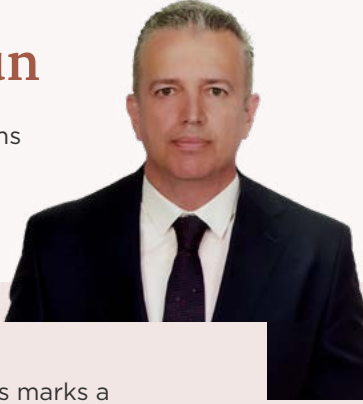
We are proud to be granted R&D Center status as of December 2025. As part of our R&D activities, we hosted 48 training sessions with the participation of 421 employees throughout the year. We also participated in 13 events, contributing to internal knowledge sharing and innovation culture. During the year, our R&D team published five scientific papers. We also filed five patent and four industrial design applications, expanding our intellectual property..

Our "Smart Delivery Communication Management" project, prepared within the scope of the TÜBİTAK 1711 – Artificial Intelligence Ecosystem Call, received a grant. In line with our goal of advancing our international R&D collaborations, CarrefourSA received an official invitation to join the SecurGenAI Project, a Horizon Europe program, elevating the global visibility of our R&D activities and our partnership potential.



Gürol Sungun

Head of Enterprise Systems
(Digital Technologies and Marketing)



Earning R&D Center status marks a strategic milestone in CarrefourSA's digital transformation journey and strengthens our technology-driven capabilities under a corporate structure. The Center develops projects on advanced technologies such as artificial intelligence, data analytics and image processing and systematically integrates them into our business processes.

The R&D Center not only enhances existing processes but also paves the way for future innovation opportunities. This ecosystem, strengthened by TÜBİTAK-supported projects, increases CarrefourSA's competitiveness in digitalization and innovation in the retail sector. We are confident that this data and technology-driven approach will contribute to our sustainable growth targets in the long term.



Digital Activities

E-commerce

We aim to streamline the entire online customer journey from order to delivery by offering a seamless, high quality experience. Thanks to rich product variety, rapidly increasing operation locations and alternative sales channels, we have been a key player in e-commerce, continuing to grow in 2025.

- > **Partnership with TrendyolGO and Yemeksepeti Alternative Sales Channel:** Orders placed via TrendyolGO are delivered out of 106 stores by scheduled delivery, while Yemeksepeti orders are delivered from 202 stores by bike couriers.



- > **Partnership with Craftgate:** The online payment platform Craftgate was integrated into CarrefourSA's payment processes to increase the security of online transactions and improve operational efficiency. This integration allows customers to check out securely and ensures that credit card and bank payment transactions are completed quickly and seamlessly.
- > **CarrefourSA Payfour Shopping Credit:** In line with consumers' increasing expectations for financial flexibility, we launched the CarrefourSA Payfour shopping credit system. Payfour offers our customers the opportunity to make payments in instalments within their defined credit limits, providing financial flexibility, particularly in high-value purchases.



E-Commerce	2023	2024	2025
Number of Stores	75	94	130
Number of Orders (million)	3.8	4.0	3.0

With CarrefourSA Online Market, we aim to improve the customer experience end-to-end and continue to elevate service quality in all processes from order to delivery. As of year-end 2025, we offer Scheduled, **Store Pick-up** and **Fast Delivery** models out of 130 stores in 30 cities by 194 vehicles and 74 bike couriers. The Fast Delivery service shortens delivery times, ensuring that orders reach our customers much faster than regular deliveries.

We introduced extensive enhancements to elevate user experience on our website and mobile applications. We improved page load times significantly and enhanced app performance. We also began designing a new website and mobile app, which are slated to launch in 2026.



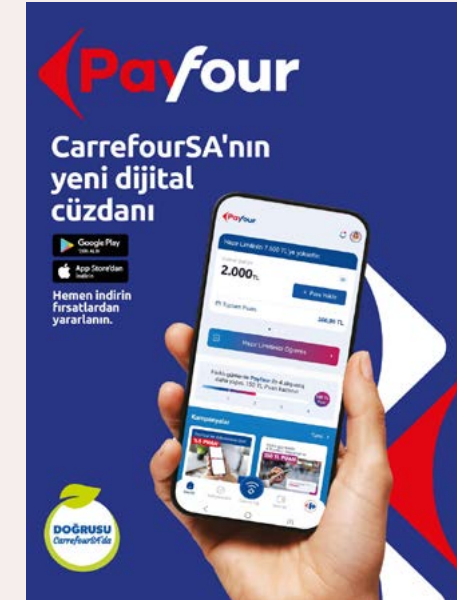
Digital Projects

As part of our digitalization strategy, we implemented data and AI-powered projects in various business areas to improve operational efficiency, accelerate decision-making processes and enhance customer experience:

- > **C-Mobile Emergency Button:** The Emergency Module, integrated into the latest version of C-Mobile, was designed for the employees using the app to inform their close contacts and superiors via texts and notifications in case of disasters and adverse conditions.
- > **E-Commerce Route Optimization:** We restructured our shipment planning, vehicle and route management processes end-to-end in e-commerce delivery operations, focusing on route optimization.
- > **Finance Chatbot:** This AI-powered solution understands users' questions about financial data and automatically converts them into database queries. It allows finance teams to easily access data, accelerates decision-making processes and improves operational efficiency.
- > **Smart Delivery Management:** This AI-powered solution evaluates customer and employee interactions by analyzing order-related phone calls with customers. We combine information from various data sources into a single report to measure communication performance, customer satisfaction and employee engagement.
- > **HR Assistant:** This AI-powered solution enables employees to submit their questions about human resources and operational processes via a single platform.
- > **Review Analytics:** This AI-powered system aggregates customer feedback from different channels within a single system and analyzes it. It helps us evaluate customer feedback from a holistic perspective and quickly identify development areas.
- > **Virtual Store Assistant:** This AI-powered assistant is developed for store operations. The system answers store-specific questions, helping to monitor sales, store targets and customer data reports.
- > **Smart Partner:** This AI-powered platform is developed for franchise management. The system answers store-specific financial and operational questions, helping to track information on commissions, discounts, bonuses, price differences, marketplace sales and receipt data.
- > **CSAI and SuperApp:** This centralized, web-based platform features AI-powered assistants and analytics projects, developed in-house. The easy-to-use platform offers solutions developed for the needs of different business units via a single interface. We also launched the SuperApp to enable access to these AI assistants via mobile devices.
- > **Grocery Project:** As part of the Grocery Project, the produce in the green grocer aisle were analyzed according to specific criteria and improvements were made for inventory management and shelf arrangement.
- > **CRM Agent Project:** As part of this project, we developed an AI-powered solution to streamline the control processes in call center notifications.
- > **Tally Robot:** The tally robot browses the aisles in the stores and takes photos of products, shelves and labels. By analyzing the images instantly, we immediately restock missing products on the shelves and update the incorrectly priced labels, improving operational efficiency.

Payfour

Payfour digital wallet offers an easier, faster and more secure payment experience and financial solutions with shopping credit options. We integrated financial technologies into the retail experience to develop an alternative payment method for Payfour users. For customers who do not have credit cards or do not wish to use their existing limits, Payfour provides flexible payment options, including personal limits, shopping credit and various instalment terms.



Nur Sibel Öztürk

Head of CRM and Customer Experience (Digital Technologies and Marketing)



At CarrefourSA, we currently have a strong ecosystem of approximately 13 million loyalty card holders. The analyses of the shopping behavior, payment habits and expectations of this large customer base clearly indicated a need for an “easy fast, and accessible” payment solution. Payfour was developed in response to this need as a digital wallet and ecosystem that combines retail and fintech.

More than just a technology investment, Payfour represents another step in digital transformation over the long term, enabling us to deepen our relationship with customers and spreading financial access to a wider audience. In addition to offering our customers an alternative payment option and better shopping experience, we also created a solution to long checkout lines, one of the biggest problems in retail.

Payfour turns data into strategic value and shopping into a limitless and inclusive experience. We are proud to shape the sustainable future of retail and fintech integration in Türkiye.

Robotic Process Optimization

Robotic process automation (RPA) is a technology that automates large volumes of highly repetitive, routine and manual tasks by imitating humans. Many departments like human resources, finance and accounting, sales and IT actively use RPA technology 24/7, improving efficiency, minimizing errors and completing tasks faster.

As of 2025, 110 processes and 17,556 tasks per month are performed by robots (RPA), delivering an efficiency equivalent to an annual workforce of 254 people. We aim to include 3-6 processes within the scope of RPA each year.



Privacy and Data Security 418-1, FB-FR-230A.1, FB-FR-230A.2

We try our utmost to ensure the privacy and security of all company data as well as personal data available to us. Beyond implementing all necessary technical measures, we manage and ensure data privacy and security with a holistic approach that involves all employees, business partners and processes.

To ensure data privacy and security, we introduce various technical measures and increase awareness among users against the ever-present and increasing cyberattacks. In an environment of evolving cyberthreats, we continuously implement the most advanced measures, which include the following:

- > A double-layered control mechanism is implemented for email security. Phishing attacks and emails with harmful content are blocked and quarantined.
- > We send out informative emails and notifications to increase awareness among the users.
- > We deploy security applications against potentially harmful software and viruses in user computers and develop projects for instant detection and action.
- > We monitor our systems 24/7 for potential anomalies with the help of tracking software.

- > We continuously perform compressions and enhancements in user computers while ensuring that their daily work is not interrupted.
- > We use web security products and software to prevent users from accessing harmful sites.
- > We perform regular checks to manage user and authorized user accounts and access authorizations.
- > We use data leak prevention software against intentional or unintentional data leaks.
- > We proactively monitor logs to detect potential cyber security attacks in advance.
- > We collect cyber intelligence data and track domain names, certificates and digital traces.
- > We perform regular leak tests and code analyses on our proprietary applications.
- > We continuously scan all systems and networks for vulnerabilities.
- > We introduce improvements by checking our footprint in the external world through continuous scoring and reporting obtained from independent scoring platforms.
- > In 2025, we did not encounter any data security breaches.

Employees and Trainings	2023		2024		2025	
	Online	Classroom	Online	Classroom	Online	Classroom
Information Security Awareness	2,160	-	9,128	186	1,427	5
Information Security	83	199	324	122	53	150
Orientation	1,187	3,715	11,724	3,655	1,807	2,095



Environmental Responsibility

- Climate Change
- Waste Management

07

Environmental Responsibility

As a pioneer in the Turkish retail industry, CarrefourSA follows the vision of its main shareholders - H. Ö. Sabancı Holding and Carrefour Group – to take responsibility for tackling climate change.

Guided by our motto of Right Way to Live, we integrate sustainability into all business processes and take firm steps to mitigate our environmental impact.

We adopt a holistic environmental responsibility approach and focus on reducing our impact on natural resources and contributing to the conservation of ecosystems at each stage of our operations. **We recognize that global risks such as climate change, biodiversity loss and resource constraints impact how we operate.** Therefore, we develop responsible, measurable and continuously evolving practices across a wide range of impacts ranging from our operations to our supply chain.

In addition to fully complying with all environmental regulations, we also aim to set an example for the industry with our practices in this area. We closely follow the latest developments in national and international legislation and evolving consumer trends and play a leading role by implementing best practices.

We take measures to minimize waste generation in all our stores and warehouses and embrace a zero-waste approach to continuously improve our recycling/recovery rates. We follow an accurate inventory management principle and apply a re-sale model to prevent and minimize food waste. Working in partnership with various NGOs, we regularly deliver safe consumable products to those in need through foodbanks and create social benefit. These practices also support more effective and responsible resource utilization.

We promote environmentally friendly practices in our supply chain and share our sustainable production approach with our business partners to include them in this transition. We also carry out activities to raise environmental awareness among all our employees and customers and embed these sensibilities into our corporate culture.

We address the issues within our environmental responsibility under **Climate Change** and **Waste Management** topics.

Key Performance Indicators		2023	2024	2025	2026	2027	2028
		Actual			Targets		
Climate Change	Emission Reduction as a Result of Projects (tons CO ₂ e)	8,561	8,437	5,600	9,260	9,720	10,206
	Emission Intensity** (tons CO ₂ e/m ²)	0.34	0.60	0.46	0.43	0.41	0.39
	CDP Climate Change Score	A-	A	A	A	A	A
	CDP Forests Score	A-, A-, A-, B	A-	A	A	A	A
	CDP Water Security Score	A	A	A	A	A	A
Waste Management	Ratio of Stores with Basic Zero Waste Certification (%)	76	94	95	> 90	> 90	> 90
	Ratio of Hazardous and Non-hazardous Waste diverted to recycling (%)	> 90	> 90	> 90	> 90	> 90	> 90
	Number of materially significant fines imposed for non-compliance with environmental legislation***	0	0	4	0	0	0
	Ratio of MAYA and YA Programs' Participants receiving Sustainability Training (%)	0	92	90	100	100	100

*: Energy consumption per m² of retail space
**: Emission rate per m² of retail space for Scope 1 & Scope 2
***: Less than two thousandth of the highest fine specified in the Environmental Law

➤ Please click to view the **CarrefourSA 2025 ESG Key Performance and Target Indicators Report.**

Climate Change

Climate Change Approach ³⁻³

We view climate change as a critical topic directly impacting both operational continuity and long-term value creation for the food retail sector. Rising temperatures, changing rainfall patterns and extreme weather events can put pressure on agricultural production, leading to volatility in product supply, increased costs and vulnerabilities in the supply chain. Climate change has direct impact on several areas, from product availability to price stability, and only transforms consumer behavior.

On the other hand, food retailers also affect climate change due to their extensive operational networks, energy-intensive processes and comprehensive supply chains. Greenhouse gas emissions from energy consumption, logistics operations, refrigeration systems and product portfolios constitute the main components of the sector’s impact on the climate. Due to these interactions, climate change not only represents an environmental issue but also becomes a material topic in terms of strategic risk management, operational efficiency and reputation management.



Under CarrefourSA's Right Way to Live umbrella strategy, we assume responsibility for tackling climate change, not only in our own operations but also across a broader area of impact spanning our supply chain to our customers, working collaboratively to find sustainable solutions. In 2025, we carried out extensive work to create a roadmap aligned with the Science-Based Targets initiative (SBTi) to base our emission reduction targets on scientific principles. This step represents a significant milestone in strengthening our approach to combating climate change and shaping our low-carbon transition process within a strategic framework.

Within this framework, we aim to develop a holistic approach to managing climate change, both mitigating the impacts of our operations and increasing the resilience of our business model by adapting to changing climate conditions.

➤ Please click for more information on CarrefourSA Climate Change Policy.



Climate Change Risks ²⁰¹⁻²

We view climate change not only as an environmental threat but also as a holistic risk with economic and social dimensions that affect organizations’ operations, supply chains and stakeholder relationships. Therefore, we assess climate-related risks and opportunities both in terms of their direct impacts and their indirect effects across our company’s entire value chain.

At CarrefourSA, we shape our sustainability governance around the principle of double materiality and manage climate risks and opportunities in integration with our corporate risk strategy.

We assess climate-related physical and transition risks together with our stakeholders and aim to mitigate the potential impact of such risks on product supply, service quality, customer satisfaction

and operational continuity. Rising temperatures and extreme weather events can put cost pressures by creating additional energy demand, particularly in refrigeration and storage processes, while disruptions in energy supply can pose risks to the continuity of our operations. On the other hand, increasing stress on water resources can lead to disruptions and higher production costs in food and non-food groups, exposing the supply chain to risks. Therefore, we prioritize developing a more resilient and sustainable business model by developing practices to improve resource efficiency.

We also focus on developing sustainable product and service options by monitoring changes in consumer preferences and habits and responding to these trends.

We completed the integration of climate-related risks and opportunities into our corporate risk management processes in 2025. We aim to include all sustainability-related risks and opportunities in these processes with a holistic approach by 2026.

➤ Detailed information about climate change-related risks and opportunities and their impact on our financial performance is provided in the 2025 TSRS-Compliant Sustainability Report.

Energy Use

Energy Management Approach

We view energy management as a strategic priority and address operational efficiency and environmental impact reduction together. In our operations, we consider energy use not only as an input but also as a critical sustainability factor that directly affects our carbon footprint. As we focus on continuously improving our energy performance, we prioritize the implementation of technologies and practices with lower environmental impact.

In our retail operations, cooling and HVAC systems, particularly those designed to maintain the safety and quality of fresh food products, constitute a significant portion of our energy consumption. Rising outdoor temperatures due to climate change are increasing the operating intensity of these systems, raising both energy demand and operational costs. This, in turn, indirectly leads to increased greenhouse gas emissions and a greater environmental impact.

Therefore, we address our investments in energy efficiency not only from a cost optimization perspective, but also as a strategic leverage to reduce food loss and decrease carbon emissions. We continuously support our operational transition with practices that reduce energy consumption, improve system efficiency and promote the use of renewable energy.

➤ Please click for more information on CarrefourSA Energy Policy.

Energy Consumption ^{302-1, 302-2, 302-3, FB-FR-130a.1}

In 2025, electricity use accounted for 91% our energy consumption. The major contributors to this consumption are the HVAC and lighting systems in our stores and warehouses. Other fuels we consume are detailed under the Greenhouse Gas Emissions section.



Energy Consumption (MWh)	2023	2024	2025
Fuel from Different Sources (Direct Energy Consumption)	20,720	24,109	21,666
Electricity Consumption (Indirect Energy Consumption)	176,666	187,589	141,958
Total	197,386	211,698	163,624

Our gourmet and mini stores, which have the highest electricity consumption per square meter of retail space, account for approximately 31% of our total electricity consumption.

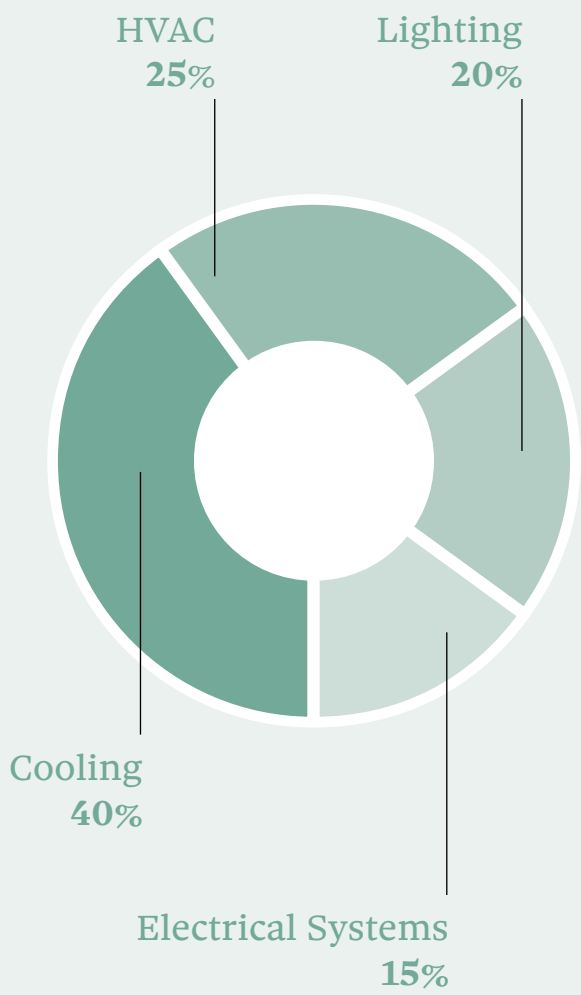
Electricity Consumption Intensity (kWh/ m²)			
Format	2023	2024	2025
Mini	505	430	356
Gourmet	490	487	361

Energy Efficiency ³⁰²⁻⁴

CarrefourSA's energy efficiency investments have long been ongoing. The experience we have gained and the efficiency levels we have achieved over the years guide us as we constantly monitor our energy consumption and embed a continuous improvement culture into our operations.

CarrefourSA monitors major energy users in four key categories: cooling systems, HVAC systems, lighting systems and electrical systems. Even though the major energy users may vary in figures due to respective store formats, they perform at similar levels proportionally.

Distribution of Average Store Energy Consumption



Energy management involves determining the reference energy levels and energy performance indicators for each store. We perform analyses and forecast consumption specifically for each store, based on the International Measurement and Verification Protocol (IPMVP). This allows us to measure the savings potential of each store by adjusting the values per square meter of retail space.

The energy efficiency projects from previous years continued in 2025, while we closely followed the latest technologies and R&D activities.

Some of these projects include:

- > Capacity optimization in industrial cooling devices and inverter conversion.
- > Reducing air conditioning demand by applying black folio to façades exposed to strong sunlight.
- > Preventing losses and leaks by repairing and maintaining cabinets with missing/damaged doors.
- > Using solar power or heat pumps for hot water needs.

In 2025, we achieved savings of 6,200 MWh through efficiency projects. As we maintained our energy management practices aimed at savings and improved efficiency, we also strengthened our continuous improvement and control-focused approach. Our renewable energy investments gained momentum with rooftop and land-based projects. Meanwhile, we made significant progress in the planning and implementation of our Solar Power Plant with an installed capacity of 620 MWp, which is slated for commissioning in the second half of 2026. We anticipate that our Solar Power Plant will meet 35% of our total electricity consumption from renewable sources.

Strategically, we remain committed to our goal of meeting one-third of our total electricity consumption from renewable sources and our clean energy investments.

As part of our energy efficiency and sustainable store operations, we continue to install next-generation energy systems in our stores. These systems are supported by an infrastructure that features remote monitoring and management capabilities. They allow us to track energy consumption and system performance and run store operations more efficiently. With the help of such solutions, we aim to improve energy efficiency in our stores and support our sustainability goals.

Integrated Energy Efficiency and Smart Systems Applications

The new energy transformation we initiated at our Marmaris Hypermarket increase comfort and sets an example for sustainability and technology integration. This comprehensive project has been optimized end-to-end with an air-source heat pump, a solar collector hybrid hot water system and a remote control automation infrastructure.

Thanks to advanced inverter technology, the system adjusts energy usage according to real-time demand, significantly reducing operating costs. The store's hot water is supplied through a hybrid system that combines solar collectors and a heat pump. When demand increases, the heat pump is activated to supply uninterrupted hot water. All of these systems are remotely managed via a cloud-based control mechanism. Energy consumption, temperature values, lighting intensity and device operating modes are continuously optimized thanks to a predefined algorithm, ensuring that the store remains at its most efficient operating levels throughout the day.

Ersun Yılmaz

Head of Franchise Investment, Purchasing, Construction



CarrefourSA's renewable energy investments play a key role in turning our sustainability goals into tangible results. These investments directly contribute to reducing our carbon footprint and enable us to manage energy costs more effectively.

Through partnerships, we enhance our technical capabilities and rapidly implement innovative solutions. This synergy increases the scalability of projects and creates a wider impact area.

CarrefourSA's unwavering commitment in this area creates value for our company and contributes to raising awareness in the sector. By growing our investments, we aim to add lasting value to environmental and economic sustainability.



Greenhouse Gas Emissions

305-1, 305-2, 305-3, 305-4, 305-5

In line with the 2050 Net-Zero Commitment of Sabancı Holding, our parent company, we continue to make strides in our emission reduction endeavors. Accordingly, we calculate our annual Scope 1, 2 and 3 emissions based on the Greenhouse Gas Protocol (GHG Protocol) and implement reduction strategies across our value chain. Since 2022, our emission data is verified by independent audit firms, which provide “Limited Assurance” engagement.

In line with the strategy followed by our Sustainability Committee, we set a primary target of reducing our greenhouse gas emissions per unit of retail space by 5% year on year. In parallel with our parent company Sabancı Holding’s 2050 Net Zero target, we continue to reduce our carbon footprint of CarrefourSA.

In 2025, we created a roadmap aligned with the Science-Based Targets initiative (SBTi) to ensure that our emission reduction targets are managed within a transparent, measurable and internationally

comparable framework, anticipate climate-related risks more effectively and strengthen the long-term resilience of our business model.

Based on this roadmap, we defined absolute reduction targets for our Scope 1 and Scope 2 emissions, compared to the 2024 baseline. Accordingly, we aim for an emission reduction of 58.8% by 2034 and 77% by 2050.

For Scope 3 emissions, we adopted an economic intensity-based approach and also determined 2024 as baseline. Accordingly, we set a target of reducing emission intensity across our value chain by 66.4% by 2034 and 97% by 2050. This framework encompasses both the reduction of our operational emissions and supporting a low-carbon transition along the entire supply chain.

Greenhouse gas emission calculation methodologies and inventory scopes were updated. For comparability purposes, previous periods’ calculations were adapted to the same methodology.

Category-based changes regarding Scope 3 emission calculations are detailed below:

Category 1-Purchased Goods and Services

For product groups with high emission intensity, a hybrid emission calculation approach using physical emission factors has been adopted. The most up-to-date Exiobase dataset was used for expenditure-based emission factors and the “Purchased Services” subcategory was included in the calculation.

Category 4-Upstream Transportation and Distribution

In e-commerce delivery operations, emissions related to orders where shipping is covered by the company are included in this category.

Category 8-Upstream Leased Assets

This category was included in the calculations for the first time in the 2025 reporting year. Emissions related to electricity consumed in locations equipped with submeters are reported under this category.

Category 9-Downstream Transportation and Distribution

The category scope has been redefined and logistics operations between the warehouse and the store and online orders where shipping is paid the customer have been included.

Category 10-Processing of Sold Products

Emissions from the processing of products sold were calculated for the first time in the 2025 reporting year and retrospective calculations were performed for the previous period for comparability purposes. Relevant emission factors based on the SimaPro-Ecoinvent database were used in the calculations.

Category 12-End-of-life Treatment of Sold Products

The category scope has been expanded to include national brand product packaging in the calculation. Disposal-related emissions have been calculated using assumptions regarding waste generation rates for food and non-food products sold.

Scope	Baseline	Target Type	2034 Target	2050 Target
Scope 1 & Scope 2	2024	Absolute	58.8%	90%
Scope 3	2024	Economic Intensity	66.4%	97%



Electric Vehicle Charging Stations

To support low-carbon mobility transition and contribute to reducing greenhouse gas emissions from transportation, we installed charging units for electric vehicles at the parking lots of our stores. This initiative marks a step toward reducing our environmental impact and a strategic move to adapt to changing consumer expectations, consider future transportation needs and enhance customer experience. As of year-end 2025, there are a total of 45 charging points at 32 stores.



Renewable Energy Investments

Aiming to meet our energy need with more sustainable sources, we prioritize expanding our renewable energy portfolio and investments to increase energy efficiency.

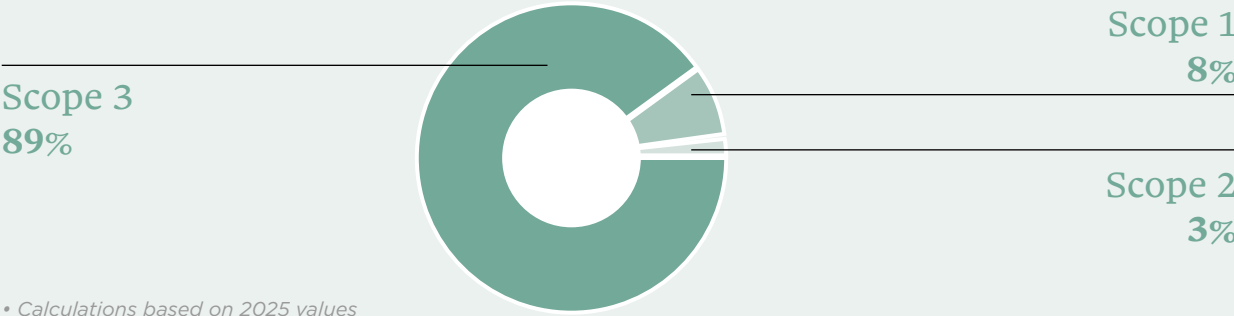
With the planned Solar Power Plant (SPP) investment on 297 acres of land in Şanlıurfa, CarrefourSA aims to take a significant step in its renewable energy transition. The plant, with an investment cost of approximately USD 18 million, is expected to generate 53 million kWh of electricity annually, meeting approximately 35% of our total electricity need from renewable sources.

In 2024, we introduced a store model that generates its own energy through the rooftop Solar Power Plant (SPP) installed in cooperation with İklimSA. **The photovoltaic panels installed at the İstinye hyperstore generated 666 kWh of electricity, meeting 45% of the store’s annual energy need.**

Emission Reduction Activities (tons CO ₂ e)	2023	2024	2025
Emissions Reduced Through Route Optimization Project	3,719	3,571	3,657
Emissions Prevented through Energy Efficiency Measures	4,840	3,846	950
Use of IFCO Crates	1,227	1,019	993
Total	9,786	8,437	5,600

Distribution of Greenhouse Gas Emissions (tons CO ₂ e)	2023	2024	2025
Scope 1	114,611	195,544	184,483
Scope 2	77,733	82,915	61,321
Scope 3	2,439,462	1,815,274	2,031,361
Total	2,631,806	2,093,734	2,277,165

Distribution of Greenhouse Gas Emissions*



Scope 1 – Direct Emissions (tons CO ₂ e)	2023	2024	2025
Fuel Consumption (diesel) – Company Vehicles	555	644	652
Fuel Consumption (gasoline) –Company Vehicles	1,169	1,263	1,209
Natural Gas	2,305	2,711	2,775
LPG	7	3	1
Fuel Oil	20	20	20
R22	933	633	737
R32	54	36	133
R410A	4,549	4,707	6,503
R404A	103,396	183,375	171,882
R407C	474	1,248	218
R134A	7	0	0
HFC 227	774	500	0
Fire Extinguishers	2	1	3
Propane	39	40	21
Power Generators (diesel)	330	330	330
Power Generators (gasoline)	0	8	0
Total	114,611	195,544	184,483

Scope 2 – Indirect Emissions - Energy Related (tons CO ₂ e)	2023	2024	2025
Electricity Consumption – Location Based*	77,733	82,915	61,321
Electricity Consumption – Market Based**	77,733	0	0
Total	77,733	82,915	61,321

* Franchise stores are not included in electricity consumption.
** YEK-G certification is obtained for electricity use in all stores, warehouses and Thead Office.

Scope 3 – Other Indirect Emissions (tons CO ₂ e)	2023	2024	2025
Category 1-Purchased Goods and Services	1,755,695	1,195,423	1,238,820
Category 2-Capital Goods	-	3,294	2,472
Category 3- Fuel- and Energy-related Activities (not included in Scope 1 or Scope 2)	-	30,547	29,499
Category 4-Upstream Transportation and Distribution	17,992	16,516	18,583
Category 5-Waste Generated in Operations	89,182	11,658	15,455
Category 6-Business Travel	447	800	217
Category 7-Employee Commuting	520	1,481	1,492
Category 8-Upstream Leased Assets	-	14,082	13,302
Category 9-Downstream Transportation and Distribution	1,023	2,095	363
Category 10-Processing of Sold Products	-	6,253	5,595
Category 11-Use of Sold Products	566,909	498,627	581,812
Category 12-End-of-life Treatment of Sold Products	-	19,756	99,454
Category 13-Downstream Leased Assets	N/A	N/A	N/A
Category 14-Franchises	7,694	14,743	24,297
Category 15-Investments	N/A	N/A	N/A
Total	2,439,462	1,815,274	2,031,361

In line with our Right Way to Live approach, we prioritize clean energy transformation as a contributor to transitioning to a low-carbon economy. In 2025, we marked an important step by obtaining the **Renewable Energy Guarantees of Origin System (YEK-G)** certificate for all electricity used in all our stores, warehouses and head office. This enabled us to balance our Scope 1 and Scope 2 emissions by approximately 25%.

Emission Intensity (Scope 1 & Scope 2)	2023	2024	2025
Emission Rate per Unit Retail Space (tons CO ₂ e/m²)	0.34	0.60	0.46

CDP Reporting

In order to improve our environmental performance in alignment with international best practices, disclose our results transparently to our stakeholders and support our long-term value creation goals, we have been submitting reports to the CDP platform since 2020.

Accordingly, we have regularly reported to the climate change and water security modules since 2020, and the forests module since 2022, actively participating in CDP processes.

CDP reporting, which offers a holistic assessment of interconnected environmental issues such as climate change, water security, and deforestation, enables us to monitor, manage and evaluate our impact along the value chain more effectively. As a food retailer among the limited number of companies reporting to the forests module, we aim to address our natural resource use, responsible sourcing and ecosystem impacts from a more comprehensive perspective and continuously improve our practices in this area.

➤ Please click to view **CarrefourSA's CDP reports** in detail.



According to the 2025 CDP results, we achieved a “Triple A” score and entered the Global A List in each of the Climate Change, Water Security, and Forests modules.

We are proud of being the only food retailer from Türkiye among only 27 companies worldwide to achieve this success. This important milestone, which demonstrates our commitment to sustainability and our approach to creating long-term value, reinforces the responsibility we assume for a more sustainable future.

CDP Rating	2023	2024	2025
Climate Change	A-	A	A
Forests	A-, A-, A-, B	A-	A
Water Security	A	A	A

Beysin Tekinel

Founding Partner
İmnera



We prepared one of most comprehensive CDP reports in Türkiye with the CarrefourSA team. Achieving such transparent and multi-layered reporting by navigating the complexities of food retailing could only be possible thanks to CarrefourSA's effective sustainability strategy, policies and commitment to data.

Congratulations CarrefourSA, the only food retailer in Türkiye to earn a Triple A score in CDP 2025 reporting.



Water Consumption 303-1, 303-4, 303-5

Climate change is increasingly putting pressure on water resources and threatening accessibility to quality water. In particular, extreme incidents such as droughts, intense rainfall and water scarcity impose a serious water risk and represent a major sustainability issue for both operations and supply chains. Therefore, effective water management forma a cornerstone of our company’s strategy to combat climate change.

In food retailing, water is a strategic resource for every link of our value chain from farms to shelves. We aim to manage the impact of all our processes, from production to our stores, with a responsible approach and view the protection of water resources as an integral part of our environmental commitment and business continuity.

Water consumption creates a significant environmental impact across all our operations from production to stores. In our stores, water is primarily used for operational processes such as hygiene and cleaning, presenting products to the customer and meeting employee and customer needs. Additionally, water is actively used in the production of our private label products like bakery and in ice making. The wastewater generated in these processes is discharged directly into the sewage system in accordance with relevant regulations.

We address water-related issues during audits at our private label product suppliers to support improvements and increase awareness.

By consistently maintaining our performance in water stewardship, we have entered the Global A List for the fourth consecutive year in the Water Security module. This achievement is a testament to our holistic approach to the efficient and responsible use of water resources. As we continue to expand water efficiency practices wider across our operations without compromising our hygiene standards, we aim to reduce water intensity per unit operation.

In 2025, we conducted a comprehensive water risk analysis that covers our direct operations. Based on the analysis results, we developed action plans to proactively manage water-related risks and increase our operational resilience against the impacts of climate change.

We plan to expand our impact area and start assessments encompassing our critical suppliers in 2026. Based on the findings, we aim to develop preventive mechanisms for more effective management of water- and climate-related risks in our supply chain and to ensure our business continuity.

Water Use (m³) 303-3	2023	2024	2025
Water Withdrawal – Municipal Water	371,096	378,477	392,307
Water Consumption – Carboys	1,312	1,423	1,410
Total	372,409	377,054	390,897

Note: Consumption values include the head office, stores (excluding franchisees) and warehouses.

Wastewater Discharge

We discharge the water used in our operations into the sewage systems of the municipalities where our branches and warehouses are located. Before discharge, measurements are performed to confirm that the pollutant parameters specified by the regulations remain below the limit values. Since wastewater treatment is carried out at municipal wastewater treatment plants, we do not engage in any treatment activities. However, waste oil and sand traps are placed at all discharge points.



Environmental Awareness Activities

World Water Day Event

On March 22 World Water Day, we organized a walk in Istanbul to raise awareness about water conservation and to highlight urban water heritage. Starting from Taksim, our employees walked to Karaköy and found the opportunity to examine the city’s historical water infrastructure firsthand accompanied by a guide.

During the walk, the guide talked about Istanbul’s historical relationship with water and explained how water was transported, stored and managed in the past. We highlighted important aspects of Istanbul’s water legacy through historical structures such as water towers and water transmission systems.

We emphasized the sustainable management of water from the past to the present and communicated the key messages of World Water Day to our employees in an experiential learning environment.

Sustainability Development Journey

We developed a training series titled ‘Sustainability Development Journey’ with the aim of turning sustainability knowledge and awareness into a more holistic and lasting concept.

The training, under the umbrella of CarrefourSA Academy, was opened to all our white-collar employees, and 23% participated in these trainings. This marked an important step in ensuring that sustainability is adopted not only as a field of knowledge, but also as a shared way of thinking and acting.”



Sustainability Training

The sustainability trainings we launched in 2024 for our management trainees under our career development program MAYA continued in the reporting year. Through these trainings, we communicate the milestones of how the sustainability concept evolved and basic concepts like carbon footprint. We explain why sustainability is among our material topics and how this perspective guides the way we operate. We also share CarrefourSA’s activities in this field and draw attention to areas where we need to collaborate more with our store teams.

Waste Management

Waste Management Approach ³⁻³

Our operations generate various types of waste in varying quantities across the many stages of our supply chain, from stores to logistics centers. Therefore, waste management is strategically important in terms of operational efficiency and achieving our sustainability goals. Considering the growing environmental pressures, laws and regulations and consumer demand for recyclable or reusable packaging, effective management of waste has become more critical than ever.

At CarrefourSA, we focus on reducing waste generation in our operations and managing this process to minimize environmental impact. Accordingly, taking preventive actions to reduce waste generation at every stage of our operations and continuously improving our recycling and recovery rates in line with the Zero Waste approach are among our key goals.

We adopt a top-to-bottom approach with the ‘Waste Management Pyramid’ to manage the entire process. The first stage is about preventing waste generation, implementing preventive actions and making adjustments. If this cannot be achieved, we work to minimize the generated waste. For this purpose, we use various methods from changing consumption habits to reducing the materials used in production and redesigning the relevant processes. Then, we take systematic and measurable steps for reuse or recycling, and if recovery is not an option, we try to dispose of waste without harming the environment.

Beyond operations, waste is generated in numerous points across the supply chain in food retailing. Therefore, we collaborate with our suppliers to promote production and packaging methods that result in less waste and we aim to spread the same sensitivity throughout our entire value chain. In all our stores and warehouses, we sort recyclable waste. **We also fully comply with the environmental and waste management legislation, while continuously working to improve our environmental performance with the help of volunteering activities.**

Zero Waste Approach

After establishing a waste management system and placing waste collection bins, informative posters, etc. as part of the Zero Waste initiative, we applied for “Zero Waste Certification – Basic Level” for all stores. As of year-end 2025, 95% of our stores have received zero waste certification.

All our employees are also required to take the annual “Zero Waste” training and “Zero Waste and Waste Management” training.

Materials Used in Production and Packaging

301-1, FB-FR-430a.4

As a food retailer, we use various materials for products and packaging, including mostly product packages, packaging materials for shipping and consumable materials in the offices and stores. Due to the nature of certain products or for hygiene purposes, package fillers, adhesive labels, Styrofoam trays, disposable cups and plastic shopping bags sold at the cash registers are among the single-use materials. The consumption quantities of these single-use materials are shown in the table below.



Single-use Materials (Packaging) – tons	2023	2024	2025
Metal	1.2	1.0	1.0
Paper	2.5	3.3	30.5
Composite	784.3	712.7	819.0
Plastics	2,148.2	291.7	514.7
Total	2,936.2	1,008.7	1,365.2

Recyclable materials include materials such as packaging of private label products (boxes, cling film, glass, PVC, aluminum lids, etc.).

Recyclable Materials – tons	2023	2024	2025
Metal	142.3	120.0	118.6
Composite	326.6	188.4	198.7
Glass	666.6	1,036.9	1,336.3
Paper	1,374.0	1,405.0	1,651.4
Plastics	1,803.0	1,712.7	1,880.4
Total	4,312.5	4,463.0	5,185.4

Waste and Disposal Methods

306-1, 306-2, 306-3, 306-4, 306-5

A significant part of our waste consists of packaging materials and food waste. As a material topic for us and our industry, food waste represents an important economic value for all players in our value chain. Therefore, we have disclosed our related performance under the Food Waste section of this report. The hazardous waste (such as cleaning chemicals, etc.) is sorted at the source and delivered to licensed companies for disposal/ recycling.

Other waste materials with economic value are detailed in the section with the same title. The domestic waste that we are unable to sort is collected directly by the relevant municipalities.

Waste Quantity (ton)*	Type of Waste	2023	2024	2025	Disposal Method
Recyclable Waste (**)	Mixed Packaging Waste	290	0.35	115.2	Licensed Recycling Firms
	Paper-Cardboard	1,089.3	100.3	578.4	
	Plastics	361.5	64.8	171.8	
	Glass***	0.3	0.35	1	
	Batteries	0.25	1.3	0.18	
Waste with Potential Negative Environmental Impact	Waste Plant Oils	13	13	10.3	Licensed Recycling Firms
Waste with Economic Value	Wooden Pallets and Crates (tonnes)	2,262	1,041	77	
	Electronic Waste	Listed for sale.			
	Waste Equipment	Listed for sale.			

* Data does not include franchising operations.
** In 2024, a reverse logistics process has been initiated and traceability has been improved, resulting in differences compared to previous years.
*** Only the amount of waste generated at the Head Office.

Recyclable Waste

Packaging materials such as carton, cardboard boxes and cling film, etc. are among the most common types of waste used and generated in logistics operations. We sort these wastes separately as paper – cardboard and plastic in the stores and warehouses, while all recyclable waste in our offices is collected and placed in recycling areas. We ensure that all of the recyclable waste is collected by authorized licensed companies.

We launched a project to improve the effectiveness of waste management by establishing systems in our own logistics warehouses. Through this project, we aimed to prevent losses that result due to working with local organizations in each region. This project also enabled us to collect and dispose of store-generated waste through local municipalities or licensed recycling companies, completely eliminating the need for additional transportation.

In 2024, we developed reverse logistics processes and ensured that packaging waste was collected more effectively on site. Moreover, we optimized the collection methods of waste data, enhancing their accuracy and integrity. Through this practice, we increase the economic value creation potential of our operations and support waste recycling with the right methods.

At the offices, stores and warehouses, we generate battery waste, which is collected in dedicated bins. In addition to our own discarded batteries, we also collect the waste batteries of our customers in the dedicated battery collection bins in all our stores.

This practice enables us to collect waste batteries separately without mixing them with other waste sent to landfills. We deliver the collected waste batteries to TAP (Association of Portable Battery Manufacturers and Importers). We have also launched a joint project with AÇEV (Mother and Child Education Foundation) and TAP to donate books to children in need in exchange for every one ton of waste batteries we collect, turning environmental awareness into social benefit.

➤ Please click for more information on the project.



Waste with Potential Negative Environmental Impact

Improper disposal of waste vegetable oils leads to serious water and soil pollution, creating lasting risks for the environment. Recognizing this risk, we address waste vegetable oils under the “Waste With Negative Impacts on the Environment” category and implement a dedicated waste management process.

Our hyperstores, gourmet stores and certain other stores have placed containers to collect domestic waste oil and to encourage our customers to participate in this process. Through this practice, we not only create environmental awareness but also prevent oils from going to landfills or polluting water. We also collect oils past their expiration date, in damaged packaging or unusable separately in our warehouses as part of this process.

In 2025, we collected 10.3 tons of waste vegetable oil for conversion into biodiesel. We donated all the proceeds to Tohum Türkiye Autism Early Diagnosis and Education Foundation to raise awareness about autism.



➤ Please click for more information on the project.



Indexes

- Food Retailers and Distributors SASB Metrics
- GRI Content Index
- Limited Assurance Report

08

SASB Food Retailers and Distributors Metrics

Sustainability Accounting Standards Board’s (SASB) Food Retailers and Distributors Metrics and our relevant data for 2025 are presented below. Unless otherwise stated, our product-related revenues are calculated for our private label products.

Topic	Metric	Category	Unit Of Measure	Code	Data/Response
Fleet Fuel Management	Fleet fuel consumed, percentage renewable	Quantitative	Gigajoule (GJ), Percentage (%)	FB-FR-110a.1	0 (Own fleet not operated.)
Air Emissions from Refrigeration	Gross global Scope 1 emissions from refrigerants	Quantitative	Ton (t) CO ₂ -e	FB-FR-110b.1	179,472
	Percentage of refrigerants consumed with zero ozone-depleting potential	Quantitative	Percentage (%)	FB-FR-110b.2	99.1%
	Average refrigerant emissions rate	Quantitative	Percentage (%)	FB-FR-110b.3	73%
Energy Management	(1) Operational energy consumed (2) Percentage grid electricity (3) Percentage renewable	Quantitative	Giga joule (GJ), Percentage (%)	FB-FR-130a.1	(1) 675,322 (2) 100% (3) 0.38%
Food Waste Management	(1) Amount of food waste generated (2) Percentage diverted from the waste stream	Quantitative	Ton (t), Percentage (%)	FB-FR-150a.1	(1) 17,792 (2) 2.83

Topic	Metric	Category	Unit Of Measure	Code	Data/Response
Data Security	(1) Number of data breaches (2) Percentage involving personally identifiable information (PII) (3) Number of customers affected	Quantitative	Number, Percentage (%)	FB-FR-230a.1	In 2025, we did not encounter any data security breaches causing data leaks.
	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	FB-FR-230a.2	We implement the following processes: • Regular Security Assessments • Threat Intelligence • Patch Management • Employee Training • Incident Response Planning We also comply with applicable legislation in Türkiye, including Personal Data Protection Law (KVKK) and the Capital Markets Board (CMB) information security requirements.

Topic	Metric	Category	Unit Of Measure	Code	Data/Response
Food Safety	High-risk food safety violation rate	Quantitative	Rate	FB-FR-250a.1	0.03%
	(1) Number of recalls (2) Number of units recalled (3) Percentage of units recalled that are private-label products	Quantitative	Number, Percentage (%)	FB-FR-250a.2	1) 0 2) 0 3) %0
Product Health & Nutrition	Revenue from products labeled and/or marketed to promote health and nutrition attributes	Quantitative	TL	FB-FR-260a.1	485,864,908
	Discussion of the process to identify and manage products and ingredients related to nutritional and health concerns among consumers	Discussion and Analysis	N/A	FB-FR-260a.2	Analyses of energy, nutrition values and product specifications, allergen warnings and regulatory studies are conducted for this purpose.
Product Labeling & Marketing	Revenue from products labeled as (1) containing genetically modified organisms (GMOs) (2) non-GMO	Quantitative	TL	FB-FR-270a.3	1) 0 2) 613,411,370
Labor Practices	Percentage of active workforce covered under collective bargaining agreements	Quantitative	Percentage (%)	FB-FR-310a.2	72%
	(1) Number of work stoppages (2) Total days idle	Quantitative	Number, Idle days	FB-FR-310a.3	1) 0 2) 0

Topic	Metric	Category	Unit Of Measure	Code	Data/Response
Management of Environmental & Social Impacts in the Supply Chain	Revenue from products third-party certified to environmental or social sustainability sourcing standard	Quantitative	TL	FB-FR-430a.1	652,719,828 (Only from sustainable private label products)
	Percentage of revenue (1) from eggs that originated from a cage-free environment (2) from pork produced without the use of gestation crates	Quantitative	Percentage (%)	FB-FR-430a.2	(1) For private label 47% (2) 0%
	Discussion of strategy to manage environmental and social risks within the supply chain, including animal welfare	Discussion and Analysis	N/A	FB-FR-430a.3	2025 Sustainability Report, pp.40-69
	Discussion of strategies to reduce the environmental impact of packaging	Discussion and Analysis	N/A	FB-FR-430a.4	2025 Sustainability Report, pp.96
Activity Metric		Category	Unit Of Measure	Code	Response/Page
(1) Number of retail locations and (2) distribution centers		Quantitative	Number	FB-FR-000.A	(1) 1,241 stores (including franchises) (2) 16 warehouses
(1) Total area of retail space and (2) distribution centers		Quantitative	Square meters (m²)	FB-FR-000.B	(1) 534,049 m² (2) 205,000 m²
Number of vehicles in commercial fleet		Quantitative	Number	FB-FR-000.C	0 (Own fleet not operated.)
Ton-kilometers traveled		Quantitative	Ton-kilometers	FB-FR-000.D	0 (Own fleet not operated.)

GRI Content Index



CarrefourSA’s Sustainability Report for the period from January 1, 2025 to December 31, 2025 was prepared in accordance with the GRI Standards. For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. This service was received for the Turkish version of the report.

GRI Standard	Disclosure		Page/URL/Direct Answer	Omissions
GRI 1: FOUNDATION 2021				
GRI 2: General Disclosures 2021	1) THE ORGANIZATION AND ITS REPORTING PRACTICES			
	2-1	Organizational details	7, 108	
	2-2	Entities included in the organization’s sustainability reporting	7, CarrefourSA’s consolidated financial information includes only CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş.	
	2-3	Reporting period, frequency and contact point	3, 108	
	2-4	Restatements of information	The waste amounts for previous years have been calculated with more details.	
	2-5	External assurance	20, 105	
	2) ACTIVITIES AND WORKERS			
	2-6	Activities, value chain and other bussines relationships	7, There were no significant changes in our company’s organizational structure, shareholding structure or supply chain during the reporting period.	
	2-7	Employees	41, 52	
	2-8	Workers who are not employees	28	

GRI Standard	Disclosure		Page/URL/Direct Answer	Omissions
GRI 2: General Disclosures 2021	3) GOVERNANCE			
	2-9	Governance structure and composition	11, 17, 20, https://kurumsal.carrefoursa.com/uploads/Faaliyet%20Raporlar%C4%B1/a399a56d-510b-4074-bb39-2da69928c68a2025-faaliyet-raporu-eng.pdf (p.139-164)	
	2-10	Nomination and selection of the highest governance body	https://kurumsal.carrefoursa.com/uploads/Faaliyet%20Raporlar%C4%B1/a399a56d-510b-4074-bb39-2da69928c68a2025-faaliyet-raporu-eng.pdf (p.158-159)	
	2-11	Chair of the highest governance body	The Chairman of the Board of Directors doesn't have an executive duty at CarrefourSA. He is also the President, Strategy & Business Development of Sabancı Holding.	
	2-12	Role of the highest governance body in overseeing the management of impacts	12, 17, 20	
	2-13	Delegation of responsibility of managing impacts	17, 20	
	2-14	Role of the highest governance body in sustainability reporting	20	
	2-15	Conflicts of interest	12	
	2-16	Communication of critical concerns	There were no issues defined as critical among the items considered, https://kurumsal.carrefoursa.com/uploads/Faaliyet%20Raporlar%C4%B1/a399a56d-510b-4074-bb39-2da69928c68a2025-faaliyet-raporu-eng.pdf (p.156)	
	2-17	Collective knowledge of the highest governance body	Relevant information is provided when necessary.	
	2-18	Evaluation of the performance of the highest governance body	12	
	2-19	Remuneration policies	48	
	2-20	Process to determine remuneration	11, 20, 48	
	2-21	Annual total compensation ratio		Legal restriction: No declaration is made on this subject due to Law on Personal Data Protectio
	4) STRATEGY, POLICIES AND PRACTICES			
	2-22	Statement on sustainable development strategy	5	
	2-23	Policy commitments	36, 38	
	2-24	Embedding policy commitments	36, 38	
	2-25	Processes to remediate negative impacts	36	
	2-26	Mechanism for seeking advice and raising concerns	36	
	2-27	Compliance with laws and regulations	As of the end of 2025, there are 730 ongoing lawsuits filed against the Company. There are no lawsuits that may affect CarrefourSA's operations.	
	2-28	Membership associations	8, 8	
	5) STAKEHOLDER ENGAGEMENT			
	2-29	Approach to stakeholder engagement	21	
	2-30	Collective bargaining agreements	38	
MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1	Process to determine material topics	24	
	3-2	List of material topics	24	

GRI Standard	Disclosure		Page/URL/Direct Answer	Omissions
Economic Contribution				
GRI 3: Material Topics 2021	3-3	Management of material topics	27	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	27, 30, 31	
	201-2	Financial implications and other risks and opportunities due to climate change	85	
	201-4	Financial assistance received from government	28	
GRI 202: Market Presence 2016	202-1	Financial implications and other risks and opportunities due to climate change	52	
	202-2	Proportion of senior management hired from the local community	100% of the CEO and Assistant General Managers are citizens of the Republic of Türkiye.	
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	31	
	203-2	Significant indirect economic impacts	30	
GRI 415: Public Policy 2016	415-1	Political contributions	There have been no political contributions or donations during the reporting period.	
Circular Economy				
GRI 3: Material Topics 2021	3-3	Management of material topics	33	
Business Ethics				
GRI 3: Material Topics 2021	3-3	Management of material topics	36	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	37	
	205-2	Communication and training about anti-corruption policies and procedures	37, Members of the Board were not provided with Business Ethics Training during the reporting period.	
	205-3	Confirmed incidents of corruption and actions taken	There were no cases of corruption during the reporting period.	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There are no legal actions.	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	We do not have any operations or suppliers where the Right to Collective Bargaining is at risk.	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	38, Audits are conducted at Private Label suppliers, determined to have high-risk as a result of the risk assessment.	
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	38, Audits are conducted at Private Label suppliers, determined to have high-risk as a result of the risk assessment.	
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Security service is outsourced. No direct training is provided to relevant employees	
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	During the reporting period, there were no incidents for violation of the rights of indigenous people.	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	During store openings and renovations, we evaluate the social and environmental impacts of the activities undertaken, both at macro and micro level.	
	413-2	Operations with significant actual and potential negative impacts on local communities	Although we do not have any significant negative impacts, certain effects such as material waste, noise, unusual crowding and traffic congestion may occur during construction activities carried out in our stores.	
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	38	
	414-2	Negative social impacts in the supply chain and actions taken	38, We have not encountered any significant social incidents at the Private Label supply chain.	

GRI Standard	Disclosure		Page/URL/Direct Answer	Omissions
Employee Satisfaction and Development				
GRI 3: Material Topics 2021	3-3	Management of material topics	41	
GRI 201: Economic Performance 2016	201-3	Defined benefit plan obligations and other retirement plans	48	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	44, 45, 52	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part- time employees	48	
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Notice periods are determined according to seniority. Between 0-6 months: 2 weeks, between 6 months and 1.5 years: 4 weeks, between 1.5 years and 3 years: 6 weeks, over 3 years: 8 weeks.	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	48, 52	
		Programs for upgrading employee skills and transition assistance programs	49, We do not have a program for employment termination assistance.	
	404-3	Percentage of employees receiving regular performance and career development reviews	49	
Occupational Health and Safety				
GRI 3: Material Topics 2021	3-3	Management of material topics	50	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	50	
	403-2	Hazard identification, risk assessment, and incident investigation	51, 51	
	403-3	Occupational health services	50	
	403-4	Worker participation, consultation, and communication on occupational health and safety	51	
	403-5	Worker training on occupational health and safety	50, General OHS Training is provided to all of our employees and subcontractor employees. While this training is given by CarrefourSA to CarrefourSA employees and subcontractor employees at warehouses, it is provided to subcontractor employees in our stores by the institution they are affiliated with and it is declared in writing to CarrefourSA that this training has been provided.	
	403-6	Promotion of worker health	Our employees benefit from the services provided by SSI regarding health problems that are not caused by the work.	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	50	
	403-8	Workers covered by an occupational health and safety management system	51	
		Work-related injuries	51, Values are calculated for CarrefourSA employees only.	
	403-10	Work-related ill health	51, Values are calculated for CarrefourSA employees only.	

GRI Standard	Disclosure		Page/URL/Direct Answer	Omissions
Diversity, Equity and Inclusion				
GRI 3: Material Topics 2021	3-3	Management of material topics	52	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	44, 45, 52	
	401-3	Parental leave	57	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	12, 52	
	405-2	Ratio of basic salary and remuneration of women to men	52	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	There were no cases of discrimination during the reporting period.	
Responsible Supply Chain				
GRI 3: Material Topics 2021	3-3	Management of material topics	61	
GRI 101: Biodiversity 2024	101-1	Policies to halt and reverse biodiversity loss	70	
	101-2	Management of biodiversity impacts	70, There are no sites where we directly carry out restoration activities. We don't conduct biodiversity offsetting activities nor have a Biodiversity Management Plan in place for any affected areas.	
		Access and benefit-sharing	We do not conduct any R&D activities based on genetic resources.	
	101-4	Identification of biodiversity impacts	We do not carry out any activities related to this topic.	
Customer Satisfaction				
GRI 3: Material Topics 2021	3-3	Management of material topics	72	
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	72, 73, 74	
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	77	
	417-3	Incidents of non-compliance concerning marketing communications	In 2025, there were no significant incidents related to marketing communication	
Digitalization				
GRI 3: Material Topics 2021	3-3	Management of material topics	79	
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	82	

GRI Standard	Disclosure		Page/URL/Direct Answer	Omissions
Climate Change				
GRI 3: Material Topics 2021	3-3	Management of material topics	85	
GRI 302: Energy 2016	302-1	Energy consumotion within the organization	86	
	302-2	Organizasyon dışındaki enerji tüketimi	86	
	302-3	Energy intensity	86	
	302-4	Reduction of energy consumption	86	
	302-5	Reductions in energy requirements of products and services	We don't not have a study on the energy consumption of the products we sell.	
	GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	92, There is no water source significantly affected due to our operations.
303-2		Management of water discharge- related impacts	Wastewater is discharged directly into the sewage system.	
303-3		Water withdrawal	92, All of the water we use in our stores and distribution centers stems from local municipalities. Based on the provinces where our stores are located, 90% of the usage is from regions with high water stress.	
303-4		Water discharge	92	
303-5		Water consumption	92	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	88	
	305-2	Energy indirect (Scope 2) GHG emissions	88	
	305-3	Other indirect (Scope 3) GHG emissions	88	
	305-4	GHG emissions intensity	88	
	305-5	Reduction of GHG emissions	88	
	305-6	Emissions of ozone-depleting substances (ODS)	We do not produce, import or export ozone depleting gases.	
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Since we don't have combustion systems, we don't measure consumptions for gases such as NOx and SOx.	
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	38	
	308-2	Negative environmental impacts in the supply chain and actions taken	There have been no significant environmental impacts in the Private Label supply chain.	
Waste Management				
GRI 3: Material Topics 2021	3-3	Management of material topics	93	
GRI 301: Materials 2016	301-1	Materials used by weight or volume	92	
	301-2	Recycled input materials used	There is no recycled input material.	
	301-3	Reclaimed products and their packaging materials	There is no product or packaging reclaimed.	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	94	
	306-2	Management of significant waste- related impacts	94	
	306-3	Waste generated	94	
	306-4	Waste diverted from disposal	94	
	306-5	Waste directed to disposal	94, The amount of our household waste is not measured.	

Limited Assurance Report²⁻⁵



INDEPENDENT LIMITED ASSURANCE REPORT

DRT Bağımsız Denetim ve SMMM A.Ş. (“Deloitte”) independent auditor’s limited assurance report to the Board of Directors of CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş. (“Entity”) on the 2025 Limited Assurance Report for the year ended 31 December 2025.

Scope of Limited Assurance Engagement

We have been engaged to perform a limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised) and (ISAE) 3410 (“Standards”) on whether the Selected Sustainability Information listed below (the “Selected Information”) in the Company’s Limited Assurance Report for the year ended 31 December 2025 (the “2025 Sustainability Report”) has been prepared in accordance with the principles set out in the Reporting Guidance section of the Company’s Annual Report.

Our assurance engagement does not cover information related to previous periods, other information included in the 2025 Sustainability Report, or Sustainability Information or any other information related to the 2025 Sustainability Report (including any images, audio files, or embedded videos).

Selected non-financial performance data for limited assurance

We have been engaged by the Entity to perform limited assurance procedures on the accuracy of the following key performance indicators included in the 2025 Limited Assurance Report for the year ended 31 December 2025. The scope of the indicators subject to limited assurance procedures and found on an of the 2025 Limited Assurance Report for the year ended 31 December 2025 is as follows:

Environmental Indicators

- > **Energy Consumption**
- > Total energy consumption (MWh)
- > Renewable Energy Consumption (MWh)
- > Purchased Heat/Steam/Cooling (kg)
- > **Intensity Indicators**
- > Energy Intensity (MWh / Million TL)
- > Greenhouse Gas Emission Intensity (ton CO₂e / Million TL)
- > **Greenhouse Gas Emissions**
- > Greenhouse Gas Emissions (ton CO₂e)
- > Scope 1 (ton CO₂e)
- > Scope 2 (Location Based)
- > Scope 2 (Market Based)
- > Scope 3 (ton CO₂e)

- > **Water Consumption**
- > Water Consumption (m³)
- > Water Withdrawal by Source (m³)
- > Water Recycled and Reused (%)
- > Total Amount of Discharged Water (m³)
- > **Waste**
- > Total Hazardous Waste (ton)
- > Total Non-Hazardous Waste (ton)
- > Percentage of Waste Reused and Recycled (%)
- > Plastic consumption (ton)

Social Indicators

- > **Occupational Health and Safety**
- > Number of Incidents (#)
- > Number of Fatalities (#)
- > Number of Occupational Diseases (#)
- > Injury-related Absenteeism (#)
- > Lost Day Rate (%)
- > OHS Training Hours (s)

- > **Employees by Category**
- > Total Number of Employees (#)
- > Women Employees’ Rate (%)
- > Ratio of Women Managers (%)
- > Share of Women Managers in Revenue-Generating Roles (%)
- > Share of Women Employees in STEM Roles (%)
- > Total Number of Employees on Maternity Leave (#)
- > Total Number of Employees on Paternity Leave (#)
- > Total Number of Employees Returned to Work After Maternity Leave (#)
- > Ratio of the Employees who Returned to Work After Maternal Leave (%)
- > Number of Employees Hired by Age (#)
- > Number of Employees Left by Gender (#)
- > Number of Employees Left by Age (#)
- > Turnover Rates by Gender (%)
- > **Inclusion Program**
- > People Reached Through Inclusion Programs in Reporting Period (#)
- > **Training**
- > Total Hours of Trainings (s)
- > Total Hours of Trainings by training types (h)
- > Total Training Cost (TL)
- > Average Training Costs per Employee (TL)



Economic Indicators

- > Sustainable Business Model
- > SDG-linked Product and Service (#)
- > SDG-linked Product and Service Revenue (TL)
- > SDG-linked R&D and Innovation Investments (TL)
- > Ratio of SDG Linked R&D and Innovation Activities (%)
- > Environmental Investments and Expenditures
- > Environmental Investments by type (TL)
- > Environmental Expenditures by type (TL)
- > Savings and Reduction Based on Environmental Investments (MWh – ton CO₂e)

Structural constraints

All assurance engagements have inherent limitations due to the selective testing of the information under review. Fraud, error or non-compliance may therefore occur and not be detected. In addition, non-financial information, such as non-financial information contained in reporting documents, is subject to more structural limitations than financial information, given the nature and methods used to identify, calculate and sample or estimate such information.

Our assurance engagement provides limited assurance as defined in ISAE 3000 (Revised) and (ISAE) 3410 (“Standards”). The procedures performed as part of a limited assurance engagement differ in nature and timing - and to a lesser extent - from a reasonable assurance engagement. The level of assurance obtained in a limited assurance engagement is therefore significantly narrower than the scope of a reasonable assurance engagement.

Special Purpose

Our work has been undertaken to inform the Entity’s Board of Directors of the matters we are required to report in this report and for no other purpose. To the extent permitted by law, we accept no responsibility to any person or entity other than the Entity’s Board of Directors for the assurance audit we have conducted or the conclusion we have reached. This report has not been prepared within the framework of the obligation for certain businesses to comply with the Turkish Sustainability Reporting Standards (TSRS) published by the Public Oversight Authority (“POA”) in the Official Gazette dated 29/12/2023, which mandates mandatory sustainability reporting as of 01/01/2025. According to the POA Decision published in the Official Gazette on 5 September 2025, these businesses are required to undergo limited assurance audits for their mandatory sustainability reporting. In the upcoming period, a separate sustainability report and limited assurance report will be prepared within this framework.

Our Independence and Competence

We comply with the independence and other ethical provisions of the Code of Ethics for Accounting Professionals published by the International Ethics Standards Board for Accounting Professionals, which sets out the basic principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

We apply the International Standard on Quality Management 1 (ISQM 1) and accordingly maintain a robust system of quality control, including policies and procedures that document compliance with relevant ethical and professional standards and requirements in laws or regulations.

Responsibilities of Management

The Entity Management is responsible for the preparation, accuracy and completeness of the sustainability information and statements in the report. The Entity Management is responsible for setting the Entity’s sustainability goals, establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Responsibilities of the Practitioner

Our responsibility is to reach a conclusion on the Selected Information based on our procedures. We conducted our limited assurance engagement in accordance with International Standards on Assurance Engagements and, in particular, International Standard on Assurance Engagements (ISAE 3000) (Revised) and Assurance Engagements on Greenhouse Gas Statements (ISAE 3410) on Assurance Engagements Other than Independent Audits.

The assurance engagement performed represents a limited assurance engagement. The nature, timing and extent of the procedures performed in a limited assurance engagement are limited compared to those required in a reasonable assurance engagement. As a result, the level of assurance obtained in a limited assurance engagement is lower.



Our Key Assurance Procedures

We carried out limited assurance on the accuracy of the selected key performance indicators specified below in the section “Selected non-financial performance data for limited assurance” related to 2025 year and included into the Report.

To achieve limited assurance, the ISAE 3000 (Revised) and (ISAE) 3410 (“Standards”) requires that we review the processes, systems and competencies used to compile the areas on which we provide our assurance. Considering the risk of material error, we planned and performed our work to obtain all of the information and explanations we considered necessary to provide sufficient evidence to support our assurance conclusion.

To form our conclusions, we undertook the following procedures:

- > Analyzed on a sample basis the key systems, processes, policies and controls relating to the collation, aggregation, validation and reporting processes of the selected sustainability performance indicators;
- > Made inquiries with employees of the Entity responsible for sustainability performance, policies and corresponding reporting;
- > Performed selective substantive testing to confirm the accuracy of received data to the selected key performance indicators;
- > Made inquiries of management and senior executives to obtain an understanding of the overall governance and internal control environment, risk management, materiality assessment and stakeholder engagement processes relevant to the identification, management and reporting of sustainability issues; and

We believe that our evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Limited Assurance Conclusion

Based on our work and the assurance procedures performed, nothing has come to our attention that causes us to believe, in our opinion, that the Selected Information referred to above in the Entity’s 2025 Limited Assurance Report for the year ended 31 December 2025, for which we were engaged to provide limited assurance, has not been prepared, in all material respects, in accordance with the Reporting Manual, as described in the “Auditor’s Responsibilities” section above.

Restrictions on Use

This Report, including the conclusion, has been prepared for the Board of Directors of CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş. to assist in reporting the Entity’s performance and activities related to the Selected Information. We hereby authorize the inclusion of this report in the Limited Assurance Report prepared for the year ending 31 December 2025, to enable CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş. Board of Directors to demonstrate that it has fulfilled its responsibilities by preparing an independent limited assurance report on Selected Information. Except to the extent permitted by law and in cases where prior written approval has been obtained and expressly agreed upon, we do not accept or assume any responsibility to anyone other than the Board of Directors of CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş. and CarrefourSA Carrefour Sabancı Ticaret Merkezi A.Ş. in connection with the work we have performed or the report we have prepared.

DRT BAĞIMSIZ DENETİM VE SERBEST MUHASEBECİ MALİ MÜŞAVİRLİK A.Ş.

Member of DELOITTE TOUCHE TOHMATSU LIMITED



Ömer Yüksel
Partner

İstanbul, 20 May 2026

CarrefourSA Carrefour
Sabancı Ticaret Merkezi A.Ş. ²⁻¹

CarrefourSA Plaza Cevizli Mah.
Tugay Yolu Cad. No: 67/A Blok: B, 34846
Maltepe/İstanbul

www.carrefoursa.com
T 0850 755 10 00

For all report-related communications and questions ²⁻³
surdurulebilirlik@carrefoursa.com
+90 (216) 655 00 00

Financial Sustainability
Consultancy

FCS Finansal İletişim Hizmetleri Ltd. Şti.
www.finansaliletisim.com
+90 (212) 283 41 46

Design

Studio Pathway
www.studiopathway.com
hello@studiopathway.com

*For 32 years,
we have been
advancing the
Right Way*